

IDLEWILD
LAKE COUNTY, MICHIGAN
CULTURAL ECONOMIC DEVELOPMENT READINESS INITIATIVE



NATIONAL RESOURCE TEAM
FINAL REPORT

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Michigan Department of History, Arts and Libraries
William M. Anderson, Ph.D., Director
Betty Boone, Director,
Cultural Economic Development
Sandra S. Clark, Director,
Michigan Historical Center
Robert Christensen, Coordinator,
National Register of Historic Places
Brian D. Conway, State Historic Preservation
Officer
Waunita M. Delaney, Vice Chair,
Michigan Council for Arts and Cultural
Affairs
Mark Harvey, State Archivist of Michigan

Michigan Department of Corrections
Patricia L. Caruso, Director
Heidi Washington, Executive Assistant

Michigan Economic Development Corporation
John Czarnecki, Vice President for
Community Services
Lisa Dancsok, Senior Vice President, Marketing,
Communications and Legislative Affairs
Dave Lorenz, Vice President, Travel Michigan &
Interactive Marketing

Department of Labor and Economic Growth
Semone M. James, Executive Director,
Michigan Land Bank Fast Track Authority
Colonel Terry Fobbs, Directing Organizational
Developer, Office of Organizational
Development, Executive Office

Michigan Department of Natural Resources
Rebecca A. Humphries, Director
Ron Olson, Chief, Parks and Recreation Division
Monica Terrell, Department Specialist
Ray Fahlsing, (PRD) Stewardship Coordinator –
Lansing
Maureen Houghton, DNR Grants Division –
Lansing
Jule Stafford, DNR Grants Division – Lansing
Ron Monroe, (PRD) Lake County (Cadillac
District) Supervisor – Baldwin
Troy Rife, (PRD) Lake County (Cadillac
District) landscape Architect - Baldwin

National Forest Service / Huron Manistee National
Forest
Mr. Les Russell, Forest Ranger

Yates Township
Donel Brown, Supervisor, Yates Township
Esther Ward, Treasurer, Yates Township

Citizens
Denise Bellamey (and Freddie Mitchell),
Roadrunners Variety Store, Idlewild, MI
Jes Brown, Idlewild Foundation for Historic
Preservation, Idlewild, MI
Poncho C., Detroit, MI
Julia Carr, Citizen, Idlewild, MI
Willard Englehardt, Chase, MI
Attorney Gad Holland, Detroit, MI
Roland and Marsha Jones, Golden Sensations
Restaurant, Idlewild, MI
Nicolette McClure, Citizen, Idlewild, MI
John O. Meeks, President, African-American
Chamber of Commerce, Idlewild, MI
Freddie Mitchell, President, Lake County Merry
Makers, Idlewild, MI
Gerald and Amye Pittman, Citizens, Idlewild, MI
Mable Williams, Director, St. Anne's Meals on
Wheels, Idlewild

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FiveCAP, Inc.

Mary L. Trucks, Executive Director

Lake County Enterprise Community Board

Deborah Smith-Olson, Chair

City of Lansing Parks and Recreation

Murdock Jemerson, Director

Office of State Senator Michelle McManus

Alesha Gensler, Staff

Office of State Representative Geoff Hansen

Tracy Lee Sievers, Staff

Office of State Representative Michael C. Murphy

Griffin Rivers, Director and Liaison, Michigan

Legislative Black Caucus

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Stephen L. Carter

Lydia C. Charles

Everett L. Fly

Gloria House

Perry Howard

N.Y. Nathiri

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Flypaper Productions.

COVER: Idlewild Clubhouse, Idlewild Plats, Idlewild visitors, Dr. Daniel Hale Williams portrait as imprints on Idlewild Beach and Lake Idlewild (photo © E.L. Fly 2006).

EXECUTIVE SUMMARY

The National Resource Team (NRT) applauds the Idlewild community for simply holding on to the land known as Idlewild. At approximately 3,000 acres, it is the largest land based historically African American resort ever assembled in the United States. Idlewild is one of the six most complete African American resorts remaining in America. It is a rare and valuable national resource with physical and cultural significance.

Idlewild is located along U.S. Highway 10 in south central Lake County, Yates Township (see page A-5 location maps). It is approximately thirty five miles east of Lake Michigan, and two hundred forty miles northwest of Detroit. Baldwin, the county seat, is located four miles west. The physical Idlewild community is concentrated on approximately three thousand acres within the Manistee National Forest ($\pm 180,000$ acres in Lake County). Seven hundred and fifteen persons reside in Yates Township year round. The population increases to approximately three thousand between June 1 and August 31 due to the presence of summer residents and vacationers. Public records indicate that more than one half of the year round population is above 45 years of age.

Neighboring communities, such as Baldwin, have partnered with Yates Township and local organizations, such as FiveCAP, to improve basic utilities and public transportation. These are strategic steps. The State of Michigan must be recognized for its wisdom and foresight in acknowledging Idlewild as a state and national resource. The State has been creative in its "State Partners" approach. The assemblage and commitment of the essential departments and agencies has been economical in time and expertise, while being productive. Momentum has been produced at all of the critical levels as a result of this initiative. The NRT acknowledges the significant scale and complexity of the proposal to revitalize Idlewild, but urges the local community, northwestern Michigan neighbors, and State government to proceed as quickly as possible.

The NRT was charged with developing an initial body of thought, interpretation, process, structure, resources, networks and vision which would serve as the strategic framework for economic development through cultural tourism in Idlewild. The process began with extensive

discussions regarding goals, objectives, resources and expectations between the Team Leader and Director of the Michigan Office of Cultural Economic Development. The Team Leader made a reconnaissance trip to Lansing to meet with State Department Heads, and to Idlewild to meet directly with community representatives. A delegation from Idlewild traveled to Eatonville, Florida, America's oldest incorporated African American town. The trip took place during the production in Eatonville of the 17th Annual Zora Neale Hurston Festival of the Arts and Humanities ZORA Festival) in January 2006. Members of the Idlewild delegation were given numerous opportunities to follow staff and volunteers of Preserve the Eatonville Community, Inc. (P.E.C.), the 501(c)(3), historic preservation and arts organization which conceived of and organizes the annual event, as they made final arrangements for the ZORA Festival.

The Team made a visit to Idlewild to meet community representatives and tour the Baldwin area on June 1, 2006. The NRT also met with State agency representatives to be briefed on the status of departmental efforts and partnering opportunities toward the Idlewild initiative. Additional cultural and historic documentation was gathered from the Michigan State Archives. The NRT began to synthesize its observations and recommendations, and develop a proposal for strategic planning to assist the State of Michigan and the Idlewild community.

CONCLUSION: Idlewild is a national treasure, and possesses the physical resources, history, authenticity, and broad culture to achieve great success with economic development via cultural tourism.

The NRT addressed the strategic issues which must become permanent components of any programs or plans proposed for Idlewild with the following recommendations in Part I:

1. All efforts should be made to preserve Idlewild as an inhabited functioning community. Great care will be required to enhance the quality of life of the residents, preserve the dignity of the residents and authentic physical character while advancing economic growth.

EXECUTIVE SUMMARY

2. The Idlewild community and State of Michigan must approach this project in a strategic manner. The strategic framework must include regional collaboration and partnerships. The process must be straightforward and objective, managed with discipline and public accountability. Initiation of piecemeal phases and stop-gap programs before completing a strategic master plan will not generate significant long-term results, and will not attract a tourist audience.
3. Invest in a community building process concurrent with major program and physical master planning. Local trust, organizational development, networking relationships, technical knowledge, conceptual mastery and problem solving capability require strengthening beyond current levels.
4. Preservation of land, and landscape, must become as high a priority as preservation of structures. A detailed and comprehensive “land genealogy” should be created for each property in Idlewild. A local historic land resource plan should be prepared, and used to coordinate State and Federal management and disposal of “tax reverted properties”. A land trust should be created in Idlewild to manage “tax reverted properties”.
5. Place greater local emphasis on environmental stewardship and historic preservation as integral with all quality of life issues in Idlewild. Protection and quality enhancement of natural resources must become the top community action item. The authenticity, integrity and documentation of the existing National Register District must be greatly reinforced. Physical representation of footprints of all structures built on Williams Island between 1920 and 1940 should be one of the first historic preservation projects. The community must make every effort to build a credible track record in historic preservation programming and education.
6. A legal self-governing structure must be developed to allow Idlewild to plan and manage in its own behalf. Waiver of population requirements for charter township status or creation of a “special” governing district should be considered.
7. Creative business formats, such as a small business incubator and locally owned food co-op, must be encouraged and evolve with traditional mature commercial scenarios and formats.
8. Develop a “special projects” structure to produce more effective State interdepartmental collaboration on Idlewild, and similar, projects. Full-time staffing, with assignment of some executive authority, will be essential.
9. Commit strategic State funding/budget for a major long-term involvement.
10. Ensure that all cultural, historic and physical planning will be facilitated by competent professionals experienced in African American historic cultural and community planning.

The National Resource Team is composed of six interdisciplinary professionals with extensive experience and credentials in cultural tourism, tourism economics, community organization, community planning, public humanities and arts programming, physical planning, historic preservation, landscape architecture, and architecture. Each team member left Idlewild with strong impressions and insights. Part III/Individual Voices is included to enlighten the State and community to these uniquely sincere and striking thoughts.

Idlewild Cultural Economic Development Initiative National Resource Team (NRT)

Mr. Everett L. Fly, Team Leader
Landscape Architect, FASLA
Architect, NCARB Certified
Mr. Stephen L. Carter,
Landscape Architect, ASLA
Dr. Lydia C. Charles
Cultural Historian
Dr. Gloria House
Humanities Scholar
Mr. Perry Howard
Landscape Architect, FASLA
Mrs. N.Y. Nathiri
Community Preservationist

August, 2006

PART I
STRATEGIC FRAMEWORK

PART 1: STRATEGIC FRAMEWORK

A. APPROACH

The NRT is consciously using a **strategic** approach in developing its concepts and proposals for Idlewild. Detailed issues and tactics are mentioned for conceptual continuity and reference. A **comprehensive** approach is essential for the community to simply survive under current standards of health, safety and welfare for the greater good. The NRT focus addresses the need to think and plan beyond abstract and generic concepts, toward philosophies and solutions tailored to Idlewild.

The National Resource Team report is organized as a **framework** for future thought, programming, policy development, funding development, marketing, planning and design. The NRT report is not presented as a traditional master plan.

The NRT recommendations are meant to employ **sustainable** processes and produce **sustainable** results. The intent is to propose solutions that can be developed, implemented and maintained by the Idlewild community. The programs are planned to lead to immediate actions with long-range results. Observations and recommendations for content, substance, detail, quality of process and product are based upon **professional and technical standards** of required disciplines.

The National Resource Team was consciously assembled to generate **interdisciplinary** thought and substance. Each team member was selected for the individual talents and experiences which complemented her/his principal discipline(s), and were uniquely appropriate for the Idlewild initiative. Based on these criteria the NRT is composed as follows:

Practicing cultural historian, with national and international client experience in economic development via cultural tourism, extensive field experience with community organization for cultural tourism, tourism programming and African American history.

Humanities scholar, with national and international experience in cultural programming, literature, folklore, community education, community events programming, publishing and African American culture.

Community preservationist, with national and international experience in economic development via cultural tourism, extensive field experience with community organization for cultural tourism and tourism programming, fundraising, education, advanced humanities research, and African American culture.

Professional landscape architect, with national and international experience in planning, design and implementation of complex tourism and resort destinations, extensive field experience with community education .

Professional landscape architect, with national experience in interagency process, extensive field experience with large facility evaluation for adaptive reuse, community improvement projects, community education and public education

Professional landscape architect and architect, with national experience in historic preservation, cultural tourism planning, extensive field experience in historic resources assessment, historic documentation research, historic resources documentation, public arts and humanities programming, and historic African American communities.

B. OBSERVATIONS C. RECOMMENDATIONS

Observations and Recommendations are presented under the following format:

Observations/recommendations are limited to strategic issues identified by the NRT. These are arranged side-by-side on the same, or immediate, page(s) for ease of comparison and reference.

Strategic issues and recommendations are listed in priority order, beginning with the most important. Recommendations that can be initiated, and/or developed immediately by the Idlewild community are identified with **C** following the text.

KEYNOTES are included before each observation/recommendation topic to define the fundamental importance to Idlewild.

OBSERVATIONS emphasize strategic concepts which include policy, process, procedure, organization and resources.

RECOMMENDATIONS emphasize approaches focused on the greater good of the community, community self-help, community sustainability, timing (short-term versus long-term), positioning Idlewild for strategic long-term partnering relationships, and creative vision.

APPENDICES are included with information that can be used for reference and independent follow-up by the State and Idlewild community.

Illustrations are included to document observations and support strategic examples and references.

PART 1: STRATEGIC FRAMEWORK

B. OBSERVATIONS

1. Stewardship & Historic Preservation

KEYNOTE: Stewardship, protecting and maintaining Idlewild's natural setting (forest, lake water, animals, insects, plants, and soils), will be essential for human health and safety. The Perre Marquette River, a designated National Scenic River, Lake Idlewild, Little Lake Idlewild and Paradise Lake offer unique tourist potential.

Idlewild's National Register of Historic Places designation is the highest level of recognition of significance that a community can receive. Historic preservation theory, discipline, technology, standards and practice provide the best opportunity to preserve the human and physical assets of Idlewild while developing economic growth at all levels of the population.

- a. Opportunities exist for Idlewild and Yates Township to become actively involved in environmental stewardship programs. A comprehensive environmental resources inventory has not been conducted for the Idlewild/Yates Township area since the 1960's. Michigan Department of Natural Resources has identified the Idlewild area as potential habitat for federal endangered species.



KARNER BLUE BUTTERFLY
photo: National Wildlife Federation

- b. Idlewild was established, and exists, as a functioning inhabited community. Its culture is embedded in its everyday life.

C. RECOMMENDATIONS

1. Stewardship and Historic Preservation



MIDDLE BRANCH PERRE MARQUETTE RIVER

- a. Idlewild and Yates Township must become actively involved in environmental stewardship programs. As a minimum, activities should include forest management, lake water quality, wetlands protection, and endangered species protection. **C**
 - 1) Idlewild residents must become active in programs to protect natural features and educate the population about the local resources.
 - 2) The State must conduct a comprehensive environmental resources inventory for the Idlewild/Yates Township area.
 - 3) Potential habitat for Federal endangered species must be protected and developed for species regeneration.
- b. All efforts should be made to use historic preservation as a tool to preserve Idlewild as an inhabited functioning community. Great care and patience will be required to enhance the quality of life of the residents, preserve the dignity of the residents and authentic physical character while advancing economic growth.

B. OBSERVATIONS

1. Stewardship & Historic Preservation

- c. Preservation of land, and landscape, in Idlewild is as important as preservation of structures. A comprehensive coordination policy, or plan, for State and Federal “tax reverted properties” relative to the National Register District and Yates Township is a critical need.



- d. A wide variety of resources exist that have historic and tourism value. However, comprehensive historic and cultural resources inventory has not been conducted for the Idlewild National Register of Historic Places District (T17N/R12W/Sections 5, 6, 7 partial, 8 partial). The 1979 Idlewild National Register District boundaries are inaccurate in that they do not include all of the original Idlewild “plats” (T17N/R12W/Sections 7 partial, 8 partial, 17, 18) and the Oaklawn Cemetery (T17N/R13W/Section 12), totaling more than 1,400 acres. The list of thirty “Historic Sites In Idlewild” does not satisfy minimum standards of content or completeness of the National Park Service or Secretary of the Interior Standards.



C. RECOMMENDATIONS

- c. Preservation of land and landscape must become as high a priority as preservation of structures.
 - 1) A detailed and comprehensive history of land purchase, ownership, use, size and physical description must be conducted for each property in Idlewild. This should be approached as a “land genealogy” project. **C**
 - 2) Local land resource planning must be coordinated with State and Federal management and disposal of tax reverted properties. This collaboration is especially sensitive and critical relative to the National Register District. Tools such as deed restrictions and easements must be carefully developed and applied as part of a master preservation plan.
- d. The “1935 Rural Inventory: Yates Township” map should be used as an authentic master reference for inventory and documentation of the Idlewild National Register of Historic Places District. The 1979 National Register District boundaries should be formally amended to include all of the original Idlewild “plats” and the Oaklawn Cemetery.
 - 1) A comprehensive historic and cultural resources inventory must be conducted for the Idlewild National Register of Historic Places District.
 - 2) Physical representation of footprints of all structures built on Williams Island between 1920 and 1940 should be one of the first historic preservation projects.
 - 3) A formal maintenance plan for historic and cultural resources in Idlewild and Yates Township must be developed.

PART 1: STRATEGIC FRAMEWORK

B. OBSERVATIONS

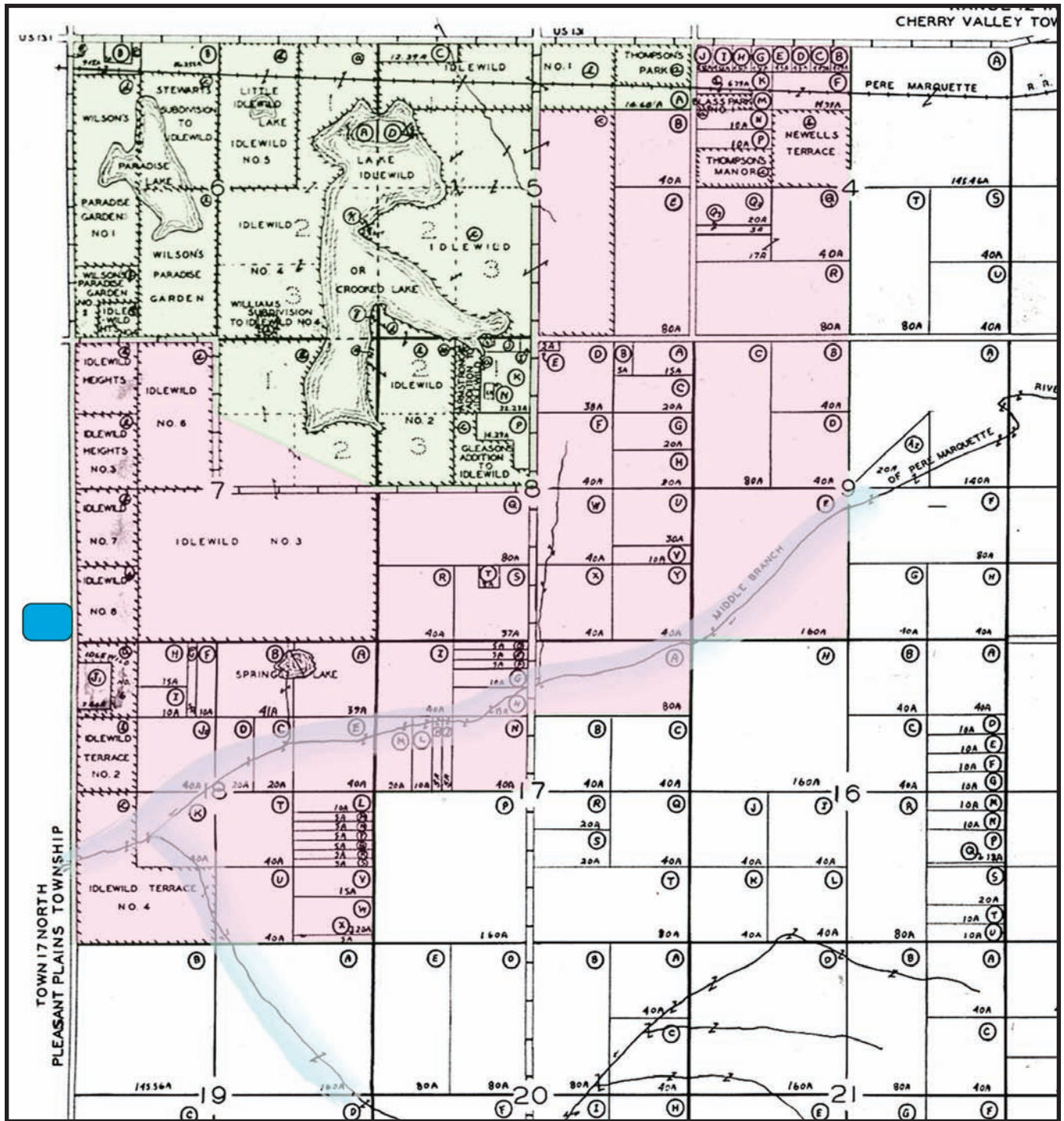
1. Stewardship & Historic Preservation

- e. The community efforts to gather and maintain information and documentation on historic and cultural resources in Idlewild and Yates Township can be strengthened and more coordinated.
- f. Opportunities exist for the Idlewild and Yates Township community to build a working knowledge of local history information and documentation in the Michigan State Archives and Library. Important and substantial documentation exists in the State Archives which is not in the hands of the community, and is essential to authentic interpretation and presentation of Idlewild's history and culture.
- g. The lack of comprehensive building and landscape ordinances for historic and cultural resources in Idlewild and Yates Township is a major problem that must be corrected. Prescriptive building codes, regulating building scopes, are in use at this time.

C. RECOMMENDATIONS

- 4) Salvage physical artifacts and architectural components that may be used in exhibits, renovations and reconstructions. **C**
- 5) A formal plan for development of historic and cultural resources in Idlewild and Yates Township must be created.
- e. Community organizations and groups must actively collaborate to gather and maintain information and documentation on historic and cultural resources in Idlewild and Yates Township. **C**
 - 1) A group of volunteers should accept responsibility to actively lead stewardship and public education efforts.
 - 2) The public library in Yates Township Hall should be used to house a local history and culture collection (oral histories, photographs, maps, letters, newspapers, etc).
 - 3) See "Recommendations: #4 Community Readiness"
 - 4) See "Recommendations: #7 Next Steps".
- f. Idlewild community groups must visit the Michigan State Archives and Library of Michigan to research and build a working knowledge and bibliography of information and documentation on Idlewild and Yates Township. See "Recommendations: #4 Community Readiness".
- g. A comprehensive building and landscape ordinance for historic and cultural resources in Idlewild and Yates Township must be prepared by a building and construction professional.
 - 1) Legal authority to enact and enforce the new ordinances must be assigned to Yates Township.

PART 1: STRATEGIC FRAMEWORK



(I.1.i) NATIONAL REGISTER OF HISTORIC PLACES DISTRICT (1979):
 Inaccurate boundaries contain approximately 1,300 acres (GREEN). The 1935 Idlewild Plats (PINK) covering more than 1,400 acres, and the Oaklawn Cemetery (BLUE), are not included in the Idlewild National Register District. Middle Branch Perre Marquette River (LIGHT BLUE), National Scenic River, crosses southern edge of Idlewild tracts.

map courtesy Michigan Archives
 overlay graphics by E.L. Fly



(I.1.j) ENVIRONMENTAL STEWARDSHIP:

*The Karner Blue Butterfly (*Lycacides melissa samuelis* - SEE INSET) is an endangered species (U.S. Fish and Wildlife Service) that lives in the Idlewild area. Karner caterpillars feed only on wild lupine (*Lupinus perennis*) plant leaves. Idlewild's environment could support wild lupine growth for Karner Blue habitat. Michigan DNR has started a Karner Blue Habitat Conservation Plan.*

photos: National Wildlife Federation



(I.1.k) HISTORIC DOCUMENTATION:

Photograph of "Roadway to the Island" is authentic documentation of wood bridge construction (foreground) and Idlewild Clubhouse (left background). Other documents exist to make accurate interpretation of structures and reconstruction of landscape on the Island feasible.

photo courtesy Michigan Archives



(I.1.l) VERNACULAR LANDSCAPE:

Idlewild's historic road layout includes paved and unpaved paths. Maintaining unpaved paths is as important to Idlewild's authenticity and character as preservation of structures. Design and engineering guidelines can be developed to stabilize unpaved roads without destroying historic character.

photo © E.L. Fly 2006

PART 1: STRATEGIC FRAMEWORK

(I.1.m) STONE PYLON:

One of a pair of native stone pylons marking the south end of Paradise Path. This is an example of one of many landscape features that have significance in Idlewild's character and traditions. These should be professionally documented with physical measurements and detailed written historical background.

photo © E.L. Fly 2006



(I.1.n) VERNACULAR ARCHITECTURE:

The Lindsey residence is included in the Idlewild National Register District as a contributing historic resource. This structure should be included in tours with its story of being built stone by stone.

photo © E.L. Fly 2006



(I.1.o) ARCHITECTURAL VARIETY:

The Nelson building is one of several commercial properties included in the Idlewild National Register District as a contributing historic resource. This structure should be professionally documented with photographs, measured drawings and written historical background.

photo © E.L. Fly 2006



B. OBSERVATIONS

2. Vision & Points of Reference (Human & Geographic)

KEYNOTE: Vision is one of the basic, and essential, ingredients to fuel and guide significant long-term change in a community. An effective vision incorporates expertise and resources from several disciplines to create short-range and long-range concepts to benefit the community. A long-range vision is based upon a clear, healthy, and profound understanding of a community's value and significance relative to other people and places. This understanding, or point of reference, is one of the most basic elements in tourism planning and programming.

- a. The Idlewild National Register District historic designation is a tool that can be creatively leveraged to improve community quality of life and enhance physical planning. Historic preservation can be mutually beneficial to the Lake County Planning Commission and Yates Township Commission.

C. RECOMMENDATIONS



- a. The Idlewild National Register of Historic Places District, and surrounding cultural historic resources, must be used as the foundation of a visionary master plan.
 - 1) Idlewild's vision must have three main ingredients:
 - a) Past resources that defined Idlewild must be used as the heart of the vision. Those that can continue to represent and serve the community must be planned for another 100 years. These strategic historic resources must be respected by maintaining appropriate authenticity, character, and quality. Those that do not meet original needs must be given prominent new, or renewed, functions for the next 25 years.
 - b) Present resources must be thought of as innovative complements to those from the past. Together, past and present generate projects (events, programs, facilities) that last at least ten years, and benefit the entire community (resident, non-resident, and neighbor).

PART 1: STRATEGIC FRAMEWORK

B. OBSERVATIONS

2. Vision & Points of Reference (Geographic & Human)

- b. Idlewild is a “rural community” by location, only, in comparison to other communities. Its heritage is urban/institutional/cosmopolitan. The community has faced a broad range of issues and difficult challenges since its inception. Different aspects of society, culture, economics, politics and environment have affected its evolution.
- c. Yates Township planning vision has followed a practical mission. Current strategic plans are “project based” to meet prescribed funding criteria. A “comprehensive strategic vision and plan for change” is a critical need. A consensus resident and stakeholder vision will be an important part of the overall plan.
- d. Practices and procedures for broad, open and consistent community discussion of planning issues in Yates Township have yet to be implemented.
- e. Physical planning authority rests in the hands of the Lake County Planning Commission. In community planning terms, county and township efforts have been practical, specific and relatively short-term in nature. Significant practical progress has been made in utility infrastructure improvements, public transportation service, and positioning for federal business development incentives.

C. RECOMMENDATIONS

- c) Future resources must be used to permanently bind past and present in innovative ways, with new resources and technology, to create projects (events, programs, facilities) that last at least twenty five years, and benefit the entire community (resident, non-resident, and neighbor) and State of Michigan. Human quality of life must exceed 2006 expectations.
- 2) Idlewild’s vision must begin in Idlewild, and evolve into a bold and innovative strategy that produces highly creative results. **C**
 - a) Goals and concepts must not be developed to satisfy program criteria prescribed by a government or private funding entity.
 - b) Yates Township planning vision must become a collaborative effort between individuals and organizations that have active historic preservation and economic development missions. A consensus resident and stakeholder vision process must be activated. The process must be public, democratic and inclusive.
- 3) Idlewild must raise its social, cultural and environmental self-esteem, and broaden its geographic point of reference to the rest of America. See “Recommendations: #4 Community Readiness”.
- 4) Idlewild must gain legal authority to plan for itself and implement physical planning decisions.

B. OBSERVATIONS

3. Economic Development via Cultural Tourism

KEYNOTE: Economic development via cultural tourism provides opportunities for all segments of a community to benefit from its natural rituals, traditions and customs. Economic development and cultural tourism reinforce all aspects of a National Register of Historic Places District designation.

- a. Idlewild has genuine potential for economic development via cultural tourism because of the following assets:
 - 1) Unique and authentic history with multiple topics of interest. The Idlewild National Register District historic designation is the most critical strategic tool for social, physical or economic development via cultural tourism by Yates Township, or local residents.
 - 2) Quality and character of the natural setting of the village of Idlewild.
 - 3) Quantity of historic sites that can be preserved, restored or reconstructed as tourist attractions
 - 4) Adequate space for new development without spoiling the integrity and quality of the setting or existing historic sites.
 - 5) Location between other tourist destinations.
 - 6) Location between other communities that share services.

C. RECOMMENDATIONS



- a. The NRT recommends that Idlewild's assets be professionally evaluated in terms of unique strengths and developing opportunities. Innovative and creative approaches and scenarios must be used to plan and initiate business and economic development in Idlewild, and provide opportunities to include all existing businesses.
 - 1) Historic and cultural resources must be broadly evaluated relative to current and future tourist audiences and markets.
 - 2) Existing and mature businesses should consider applying their experience to unique ventures such as retreat accommodations (self improvement market), the recreational vehicle (motor coach) market, food services co-op (page SF:15), and services co-op (page SF:16). Creative business formats must be used and evolve with traditional scenarios and formats.
 - 3) A broad regional strategy, partnering with northwestern Michigan destinations and incorporating neighboring communities such as Baldwin, Nirvana, Chase and Luther, must be a basic result.

PART 1: STRATEGIC FRAMEWORK

B. OBSERVATIONS

3. Economic Development via Cultural Tourism

- b. Economic development concepts have been limited to traditional event and profit motivated development scenarios. Traditional “chain establishment” market data exists for the Lake County area. However, a market study based upon local criteria and local money recirculation has not been developed. Environmental and physical impacts of “chain establishments” and speculative developments are needed.
- c. Cultural tourism concepts have been limited to traditional performance festival formats and resort events during warm weather months. Tourism market data has not been generated specifically for Idlewild. However, a detailed and comprehensive cultural resource inventory has not been produced to inform a tourism market study.

C. RECOMMENDATIONS

- b. New economic development is more likely to be encouraged and succeed if knowledge, information, skills, and resources are shared. The NRT recommends two formats that could be started by the Idlewild community immediately, and should be seriously considered:

1) Incubator

A business incubator is a quasi-governmental organization (sometimes public, sometimes private, usually a combination of the two) that, as the name implies, it is intended to “give birth” to successful new businesses. Run as non-profit organizations, business incubators may frequently be funded by colleges (eg., West Shore Community College/Scottville, Michigan; Western Michigan University/Kalamazoo; Michigan State University/Traverse City branch; Muskegon branch), governments (eg., Michigan Economic Development Corporation), civic groups and other organizations interested in job creation and economic development (eg., Five Cap).

Incubators foster business growth by providing inexpensive space, low overhead, clerical services, legal assistance, business know-how and other areas of expertise and assistance that a new startup may need to succeed.

The Idlewild incubator must specialize in forming businesses applicable to the northwestern Michigan region and tourism industry. Examples would include hospitality startups, tour guides, seasonal entertainment, and learning workshops.

Incubator services and new business feasibility must be coordinated with a comprehensive community master plan for environmental stewardship and cultural historic preservation.

C. RECOMMENDATIONS

3. Economic Development via Cultural Tourism

2) Community co-op **C**

Co-operative - (co-op): an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

Co-operative Values - Co-operatives are based on the values of self-help, self responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

A co-op provides a viable option to waiting for regional chain, “formula business”, or speculative development. Co-ops often create a better financial return to the local economy and community. Michigan Economic Development Corporation maintains existing information and programs for co-op businesses. Each of the following could be locally owned and operated in Idlewild:

a) Food co-op **C**

Provide a year round local distribution source of high quality, low cost, minimally processed food.

Start as retail store, staffed by volunteers, then transition to paid manager and staff.

Established businesses such as “Road Runners” and “Golden Sensations” could function as central sales and distribution locations. Owners of these businesses already have knowledge, experience and facilities that can be used to help Idlewild immediately.

C. RECOMMENDATIONS

Tailor and adjust inventories to match seasonal visitor peak demands and permanent resident needs.

Members

Options for consumer and employee ownership.

Pay annual membership.

Monthly Discount: once a month take percentage off total of any one shopping trip.

Member Only Coupons: each month, coupons available to members only are posted and published.

Voting Privileges: entitled to attend general membership meetings, to vote on Co-op issues and elect Board Members.

Patronage Rebates: issued during profitable years, when approved by the Board.



photo E.L. Fly © 2006
GOLDEN SENSATIONS

PART 1: STRATEGIC FRAMEWORK

C. RECOMMENDATIONS

3. Economic Development via Cultural Tourism

2) Community co-op

b) Services co-op **C**

Contract for services such as electrician, plumber, heating, cottage maintenance, landscape maintenance, veterinarian, automobile maintenance.

Provide a year round local source of a wide variety of high quality, reliable, low cost, vocational services.

Start as administrative body, staffed by volunteers, then transition to paid manager and staff.

Screen potential service contractors, maintains referral list, and negotiates flat fee rates for designated number of jobs per year referred by co-op.

Members

Pay annual membership.

Referral & service scheduling: co-op identifies contractor, schedules services, performs post-completion follow-up.



C. RECOMMENDATIONS

c) Humanities & Arts co-op **C**

Provide an affordable home for humanities scholars and practitioners, visual artists, performing artists, musicians, and art organizations.

Encourage appreciation and advancement of the humanities and arts in Idlewild and surrounding communities through programming, education, advocacy and outreach.

Rent, manage and maintain professional galleries, performance space, theaters, classrooms and conference facilities.

Humanities/Artist members

Pay membership fee to co-op organization.

Humanists, artists and organizations that are based at co-op facilities pay less than market value.

Humanists, artists and organizations have access to co-op facilities and resources.

Humanists, artists and organizations receive first opportunity to participate in promotions, organized events, festivals, workshops.

B. OBSERVATIONS

4. Community Readiness

KEYNOTE: All levels of the population, in mind, body, spirit, talent, and finances must be in a state of readiness, and evolving readiness, to develop, produce, and maintain economic growth and cultural tourism. All forms of resources, from government to private, are required to meet the needs of guests and the community.

- a. Local community representatives who met with the NRT require help to achieve clear understanding of the comprehensive concepts and detailed issues facing Idlewild's revitalization. A significant amount of misinformation continues to be circulated by word of mouth.

C. RECOMMENDATIONS



photo E.L. Tate © 2006
IDLEWILD RESIDENTS: ERICA TATE (L), MICALA EVANS (C), JOHN MEEKS (R)

- a. Local community members must seek competent expert assistance and educate themselves with accurate and up-to-date information on issues in Idlewild's revitalization. **C**
 - 1) Idlewild must establish a mentor relationship with another successful African American community organization. An offer has been extended by Preserve the Eatonville Community, Inc. This offer should be discussed directly with Preserve the Eatonville Community, Inc., before it is formally accepted or declined (see page A-12).
 - 2) Idlewild must establish a constituent relationship with the Michigan State Historic Preservation Officer (SHPO) and his staff. Community representatives must request meetings with SHPO staff, and collaborate on creation of local historic preservation activities and programs. This relationship should be built as a permanent working partnership.
 - 3) Idlewild must establish a constituent relationship with the National Park Service (NPS). Community representatives must contact the regional office staff, request information and suggestions. This relationship should be built as a permanent working partnership. See pages A-8, A-9, and A-10 for suggested list of contacts.

PART 1: STRATEGIC FRAMEWORK

B. OBSERVATIONS

4. Community Readiness

- b. Local community requires assistance in developing its own comprehensive prioritized list of cultural and historic resources (historical accounts, rituals, traditions, customs, structures, landscapes, plants, wildlife, artifacts) that can be shared with visitors. The local community has not prepared its own comprehensive collection of history, rituals, traditions and customs which are maintained by residents.
- c. Local community has not developed its own methods and programs to share, present and market its history, rituals, traditions and customs to visitors and residents. Without activities such as these Idlewild will not be eligible for funding programs such as ‘Save America’s Treasures’ and ‘Preserve America’.
- d. Local community preparation for tourism has not been initiated. The general community has not been informed of the steps, facilities, or organization required to host large or year-round visitor traffic.
- e. A variety of groups maintain interests in Idlewild. These range from permanent year-round residents to speculative real estate concerns. The interest groups are composed of persons from a wide geographic, social and economic spectrum. A collaborative organization and strategy for action is necessary.

C. RECOMMENDATIONS

- 4) Idlewild must establish a constituent relationship with a major historic preservation organization such as the National Trust for Historic Preservation. Community representatives must attend annual meetings and workshops, and present public reports upon return. This relationship should be built over at least a five year time frame. See pages A-8, A-9 - A-12 for suggested contacts.
- b. Idlewild must develop its own comprehensive prioritized list of cultural and historic resources (historical accounts, rituals, traditions, customs, structures, landscapes, plants, wildlife, artifacts) that can be shared with visitors. The local community must prepare its own comprehensive collection of history, rituals, traditions and customs and create ways they can be maintained by residents. **C**
- c. Local community must developed more of its own methods and programs to share, present and market its history, rituals, traditions and customs to visitors and residents. **C**
- d. See “Recommendations: #1 Stewardship & Historic Preservation”
- e. “Characteristics of Successful Small Communities” (see page A-11) appeared in the October, 1999 issue of the Ohio Planning Conference newsletter. They are based on the work of Dr. Cornelia Flora of Iowa State University. **C**

B. OBSERVATIONS

5. Self-Governance

KEYNOTE: Idlewild's specific environmental, cultural and historic resources cannot be effectively and sensitively governed by authorities that do not have detailed working knowledge of the history, culture, landscapes and architecture. A visionary master plan cannot be implemented without local legal authority and enforcement capability.

- a. Yates Township may not incorporate as a charter township and become a municipal until its population reaches 2,000 or more, as specified by the Charter Township Act of 1947. Idlewild is the township seat for Yates Township, a general law township under Michigan state statutes. Townships are required to perform assessment administration, tax collection and elections administration. Charter townships have statutory authority to enact and enforce regulations to manage development and annexation.
- b. Idlewild, and Yates Township, must yield to Lake County's authority for master planning and historic preservation (code administration, interpretation, designation).
 - 1) Idlewild is one of three National Register listings in Lake County. One property is a historic farm (120 acres), and the other is an uninhabited town and industrial plant ruins (80 acres) district. Neither involves the quantity of complex multiple resources found in Idlewild.
 - 2) Prescriptive codes are needed.

C. RECOMMENDATIONS



- a. A legal self-governing structure must be developed to allow Idlewild to plan and manage in its own behalf.
 - 1) Waiver of population requirements for charter township status or creation of a "special" governing district should be considered.
 - a) A local Idlewild government must have the legal authority to conduct business and make decisions directly.
 - b) The Idlewild government should commission, prepare and adopt its own comprehensive master plan.
- b. Planning and stewardship authority for historic resources should be assigned directly to Yates Township.
 - 1) The Michigan SHPO should be approached for "best practices" information. **C**
 - 2) New building and landscape codes should be created to address particular conditions of the resources in the National Register of Historic Places District. New codes should be "performance based", with incentives and enforcement components, developed specifically for Idlewild.

PART 1: STRATEGIC FRAMEWORK

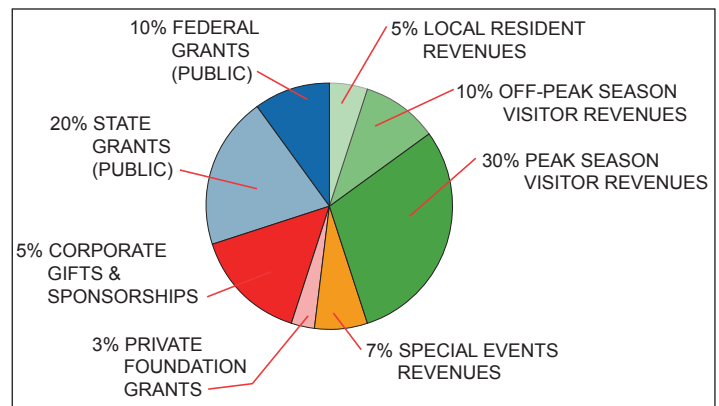
B. OBSERVATIONS

5. Self-Governance

- c. Sale of “tax reverted properties” in Idlewild is currently unilaterally administered by the State of Michigan. A process and mechanism for coordination of “after sale land use” with local land uses, comprehensive planning, environmental issues, and historic resources is a critical need.
- d. Idlewild, and Yates Township, must rely on other legal government entities and organizations to apply for federal funding programs (Preserve America, Save America’s Treasures) on its behalf.

C. RECOMMENDATIONS

- c. The use of tax reverted properties must be carefully coordinated and integrated into a comprehensive Idlewild master plan. Authority, structure, and mechanism to manage tax reverted properties should rest with local governing authority. Establishment of a local “land trust” should be planned.
- d. Idlewild and Yates Township should develop a funding strategy that is not tied to federal funding cycles (timing), prescribed program requirements, and limits federal and public funding to less than 50% of anticipated expenses. Private revenue sources should be created for year-round cash flow. This will stimulate independent development of physical facilities and quality of life. Private tourism revenue creates leverage to attract outside private and public investments. Diagram I.5.a is presented below as a basic model. See pages A-6, A-7, A-8, and A-11 for suggested business and financial contacts.



(I.5.a) FUNDING FORMULA MODEL:

Diverse revenue streams stabilize local economy with year-round cash flows; stimulate economic and cultural development; improve quality of life with better and broader range of services.

*concept by L. Charles & E.L. Fly
graphics by E.L. Fly*

B. OBSERVATIONS

6. State Participation

KEYNOTE: The Idlewild initiative is the first comprehensive engagement by the State. The State has the broadest legal authority, expertise, and financial resources to guide the project over time. State has the responsibility to ensure benefits to citizens of Michigan at all levels while preserving Idlewild.

- a. The State holds more than 300 “tax reverted properties” and several public boat ramps in the Idlewild area. Each “tax reverted property” has not been precisely located and evaluated in terms of environmental, cultural, and historic significance. Detailed coordination with National Forest Service (Federal) “tax reverted properties” holdings has not been conducted.

C. RECOMMENDATIONS



photo E.L. Ely © 2016
BRIAN CONWAY/SHPO (C)
LISTENS TO IDLEWILD
RESIDENTS

- a. The State should use the Idlewild initiative as the first in a long-term partnership with the community. The State should prepare to assume evolving roles, ranging from managing partner to facilitator and arbitrator. A minimum of ten years should be allowed to develop an appropriate format.
 - 1) The State should immediately begin to build Idlewild’s capacity over time in an “on the job training” format. From this point forward, Idlewild should always be included in planning discussions involving other communities and townships in Lake County and northwestern Michigan.
 - 2) State involvement will be necessary in resolution of complicated planning law issues for the greater good of preserving Idlewild. The State Fast Track Land Bank Authority should initially continue to manage “tax reverted properties”. In the long-term, some arrangement should be made to transfer “tax reverted properties” to a locally governed “land trust” in Idlewild.
 - 3) The State must develop a strategy to establish a local governing body (charter township, special district, etc.) in Idlewild.

PART 1: STRATEGIC FRAMEWORK

B. OBSERVATIONS

6. State Participation

- b. Assignment of management authority for the initiative is not clearly defined among departments. The current State format is not structured to provide long-term continuity for planning or implementation. No single department or agency has official authority to direct, manage and coordinate other departments. The Idlewild initiative cannot succeed without participation of HAL, Department of Natural Resources (DNR), and Michigan Economic Development Corporation (MEDC).
- c. The scope and complexity of issues requires a long term partnership between the State of Michigan, Yates Township, and surrounding counties and townships.

C. RECOMMENDATIONS

- b. The State must create a very strict strategic oversight plan to assist Idlewild and the surrounding region. The State plan should be in place within the next eighteen to twenty four months.
 - 1) Implementation criteria must be a basic component.
 - 2) The process must be straightforward and objective in its intent, communications, results, and evaluation. The process must be managed with discipline and open public accountability at every step.
 - 3) The plan must include, and adhere to, a specified timeline. At least ten years should be projected for placement of all major components in the Idlewild initiative.
- c. The State must create a “special projects entity” authorized to direct and coordinate partnering departments, and structured to provide long-term continuity for policy, planning and implementation.
 - 1) The executive component of the “special projects entity” should be composed of at least seven members including Governor’s senior staff, legislative representatives, key department heads, and two citizens at-large (business and/or community leaders). Management responsibilities should be assigned to departments with strategic expertise and resources appropriate to the specific project. Management staff must provide strategic reports and updates to the “special projects” executive body for review and approval.

B. OBSERVATIONS

6. State Participation

d. The Idlewild initiative does not have line item funding for full scale planning and implementation.

e. The Idlewild initiative does not have a full-time “project manager” with administrative decision making authority.

C. RECOMMENDATIONS

2) HAL must lead the Idlewild initiative because the SHPO has State and Federally designated administrative responsibility for the Idlewild National Register of Historic Places District. Critical records are housed in the Michigan Archives and Library of Michigan. HAL is the only department with the appropriate expertise and document base to properly address Idlewild’s historic and cultural resources.

3) Essential assistance should be provided by Departments of Labor and Economic Growth, Corrections, and Transportation.

4) Partnering agencies must be held accountable for assisting the community in substantive ways.

d. State budgeting for long-term involvement in the Idlewild initiative as a complex regional planning project must be included annually for the History Arts and Libraries (particularly State Historic Preservation Office), Department of Natural Resources and Travel Michigan departments.

1) The budget should cover a senior manager/administrator and three full-time staff.

2) The budget should be adequate to pay market rate professional consulting fees as necessary.

3) The budget formula should be composed of public and private funds (including in-kind). Private funding must be introduced into the project as soon as possible.

e. The Idlewild initiative must have a full-time “project manager” with executive decision making authority. Daily attention must be devoted to strategic issues to be effective and successful.

PART 1: STRATEGIC FRAMEWORK

B. OBSERVATIONS

7. Next Steps

KEYNOTE: Local residents and invested stakeholders should lead strategic components and participate in all aspects of cultural tourism to achieve genuine and sustainable success. The capacity to assume and maintain these positions requires conscious effort over several years. Local people, with their talents, skills, knowledge, passion and creativity, are the resources that power economic development through cultural tourism. Some resources develop at different rates. Existing strengths can be used to initiate projects, while other capabilities are developed.

- a. Well developed community strengths are needed in Idlewild to successfully start and sustain a significant cultural tourism project with significant economic potential.

See page A-11/*Characteristics of Successful Small Communities* for examples of critical community strengths:

Healthy controversy necessary for participatory government

Objective view of politics as opposed to personalized politics

Willingness to risk for the good

Willingness to share power and authority with newcomers

Ability to network with different interests

Dispersed community leadership



C. RECOMMENDATIONS

- a. Community Building - The NRT believes that is essential that Idlewild, local and extended, work through at least one year of “community building”. The goals of this phase should include the following:
 - 1)) Trust development – internal and external
 - 2) Organizational development
 - 3) Conceptual mastery
 - 4) Technical knowledge development
 - 5) Creative problem solving & visioning development
 - 6) Production of basic strategic programming & planning projects

B. OBSERVATIONS**C. RECOMMENDATIONS****7. Next Steps**

- b. A National Register of Historic Places designation is the highest level of recognition of significance that a community can receive. The full potential of Idlewild's National Register District designation, and the full complement of contributing resources, has not been creatively explored, leveraged, evaluated, or imagined at the local or State level.
- b. No major land transactions, planning, or physical development should be considered until a substantial accounting of Idlewild's cultural and historic resources is completed.
 - 1) Detailed and comprehensive cultural and historic resources inventory and survey work must be conducted under State SHPO guidance. Additional historic records and oral history work are essential.
 - 2) The Idlewild residents must build direct community knowledge of historic preservation theory, practice, standards, and guidelines. The community must seek training from reputable historic preservation agencies, organizations and professional consultants with certified credentials.
- c. Community Building Outline & Proposal
 - 1) Phase I / Community Meeting (2 days)
 - Follow-up to June 1, 2006 introduction
 - (2 months pre-meeting prep, one community meeting, post meeting briefing & report)
 - Develop "evaluation" format & process
 - 1 day travel to Idlewild
 - 2 days workshops in Idlewild
 - 1 day travel from Idlewild
 - 3 weeks post meeting report
 - Team debriefings (2, minimum)
 - HAL debriefings (2, minimum)
 - Community update via internet
 - Interest group update via telephone
 - Process "evaluations"
 - Develop & produce report

PART 1: STRATEGIC FRAMEWORK

C. RECOMMENDATIONS

7. Next Steps

c. Community Building Outline & Proposal, continued

1) Phase I / Community Meeting

Tasks during visit

Workshop Presenters/Leaders –
Historic Architect, Cultural
Historian, Community Preser-
vationist, Humanities Scholar
Field Observation – Landscape
Architects
Field notes for reference & concep-
tual evaluation

Overview Workshops/Discussions

Issues [Trust building; Legitimate
Emerging Leadership Core; Stew-
ardship; Tax Reverted Properties;
Self-Governance; State of
Michigan Role(s)]

2) Phase II / Community Building Workshops (6 months)

Monthly Workshops

Different topic emphasized in depth
each month, always discussed in rela-
tionship to previous topics and inte-
grated component of strategic comp-
rehensive planning. Each workshop
includes discussion with community
to identify consensus and priorities.

Month 1 Stewardship & Historic
Preservation

Month 2 Vision & Points of Refer-
ence (human & geographic)
Interdisciplinary & Comprehensive

Month 3 Economic Development via
Cultural Tourism – business,
marketing concepts

Month 4 Community Readiness

Month 5 Existing State Initiatives &
Programs; Private Initiatives &
Programs

Month 6 Community Initiatives &
Programs; Rituals, Traditions &
Customs; 1 Year Celebration;
Centennial Celebration (2012)

Product – Programming document
with community priorities & consen-
sus on each topic; ID Audiences;
ID Program Variety; Seasonal
Calendar; Signature Project(s);
Practical Applications; Stewardship
Guidelines; (100 YR Ideas);
Timeline (Year 1; Year 3;
Year 5; 2012/Centennial);
Budget (Year 1; Year 1
Celebration; Year 3; Year 5;
2012/Centennial)

3) Phase III / Community Visioning & Summary Report (4 months)

Monthly Workshops

Different topic emphasized in depth
each month, but always discussed in
relationship to previous topics and
integrated component of strategic
comprehensive planning

Month 1 Stewardship & Historic
Preservation; specific applications
for cultural & physical opportu-
nities in Idlewild

C. RECOMMENDATIONS

7. Next Steps

c. Community Building Outline & Proposal,
continued

3) Phase III / Community Visioning &
Summary Report

Monthly Workshops

Month 2 Idlewild Vision (human &
geographic) Interdisciplinary &
Comprehensive Planning; planning
& design prototypes

Month 3 Economic Development via
Cultural Tourism; business
concepts; marketing concepts

Month 4 Consensus concepts –
culture connected to Idlewild
places & features; cultural projects
environmental stewardship
projects; physical projects; commu-
nity organization to implement
projects

Product – Planning document which
incorporates Phase II document to
illustrate community priorities &
consensus on defined cultural &
physical projects; planning and design
prototypes for historic preservation
and new construction projects.

PART II
INDIVIDUAL VOICES

Significance & Authenticity of Idlewild

Everett L. Fly

I believe that Idlewild is the largest (2, 700 acres ±) land based resort ever assembled specifically for African Americans in the continental United States. Control of this much contiguous land for African American occupation between 1912 and 1935 is arguably more important than the succeeding construction of buildings. In other words, Idlewild was, and is, one of a kind. The combination of natural setting, size, and culture cannot be duplicated or copied with equal quality and character. It is virtually unspoiled.

The dedication of land in Lake County, Michigan to African American “recreation” during a time of intense racial tension and violence across America was even more unique. Other resorts available to African Americans did not offer as wide an array of active, passive and cultural activities. Idlewild truly provided repast for mind, body and spirit of its residents and visitors; laypersons and intellectuals; Black and White. It is little wonder that people came from all over America to experience, enjoy, and treasure Idlewild.

Of the 30 African American resorts that were contemporaries of Idlewild, no more than three remain with as much clear autonomy and physical integrity.

Idlewild cannot be claimed only by Michiganders. Past and present “lot owners” are from all regions of America. It cannot legitimately be trivialized. The visions of its founders and pioneers benefit all Americans. Idlewild is a rare and prominent national treasure.

In 2006 it is rare to be able to identify the original boundaries of a 19th or early twentieth century African American community. I have tried to verify the existence of more than 1,000 villages, settlements, neighborhoods, and towns from Florida to California. Their traces have been gerrymandered, demolished, built over, sold into anonymous ownership, and even changed name to avoid acknowledgment of African American heritage and achievement. Documentation, which cannot be disputed by argument or evidence,

exists to verify the original, and evolving extent of Idlewild. Amazingly, the records, in more than one form, are housed in the Archives of Michigan and the National Archives of the United States of America in Washington, D.C.

Idlewild Lake was formed by nature and is fed by natural springs, not excavated with a bulldozer and filled by mechanical pumps. Huron-Manistee National Forest is authentic white pine, white oak, black oak ecosystem, not introduced ornamental flowers or artificial plants. The 2,700 acres of land platted for the pre-1936 development of Idlewild resort is documented by authentic land surveys, not simply hearsay. The rituals, traditions and customs of Idlewild are authentic, and include much more than music.

The village of Idlewild is legendary, even mythical, but it is authentic. Authenticity is the key to economic success through cultural tourism. It must not be compromised for any of the following reasons:

Relying on shallow research which focuses on a few obvious topics.

Trying to save money by allowing non-professionals and inexperienced persons to attempt technical documentation, planning and design.

Diluting Idlewild’s history by adding made-up stories and inaccurate accounts.

The physical setting must not be diluted by covering original sites with new buildings and structures that do not fit Idlewild’s patterns of architectural character, landscape character, or historic time period.

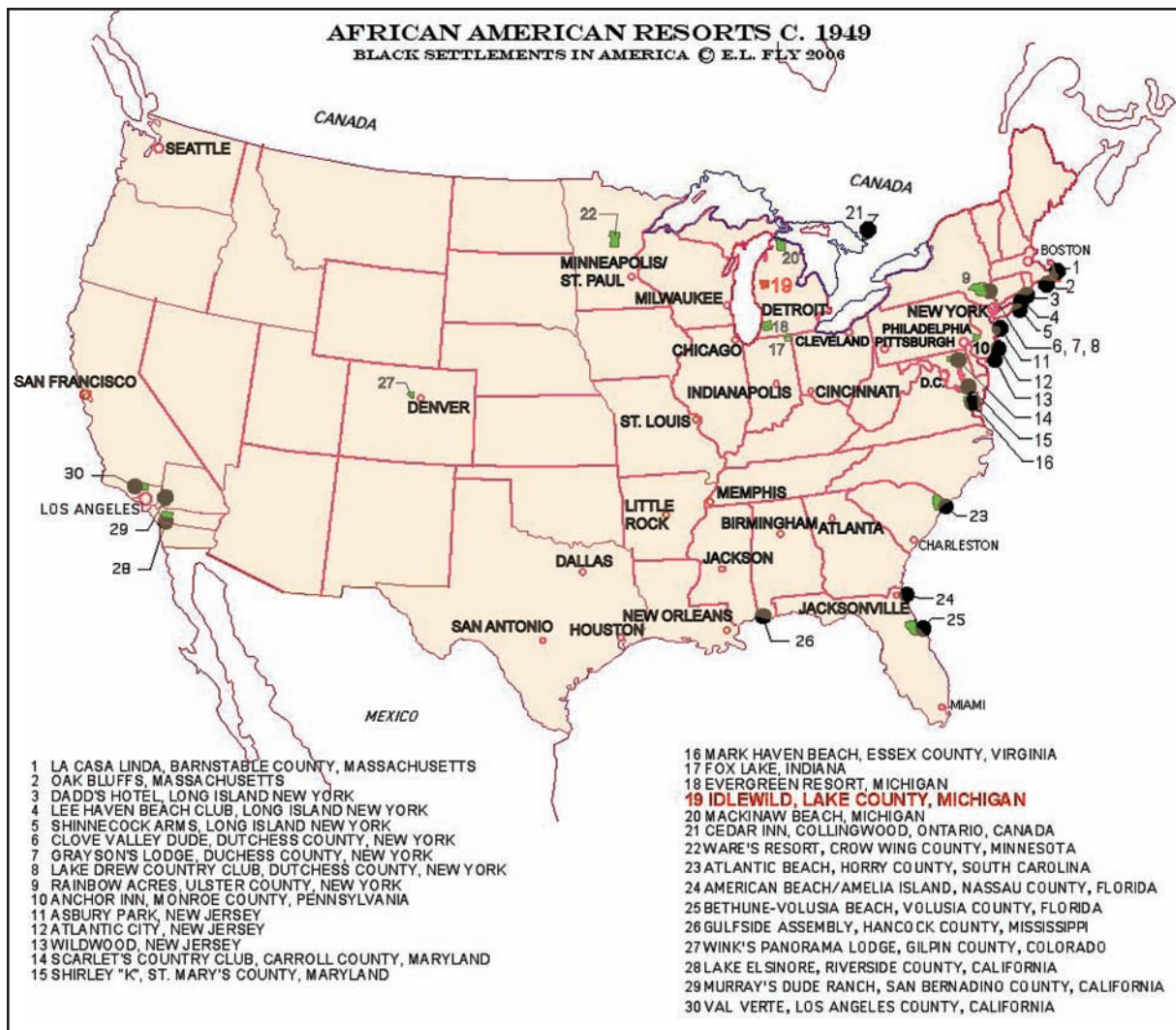
Misinterpreted by focusing on local or state significance.

Significance & Authenticity of Idlewild

Gentrified by displacing permanent residents, and making it difficult for non-resident lot owners to maintain or develop their property.

Commercialized by allowing non-resident businesses to dominate and homogenize the physical appearance and local economy.

Idlewild is an original American community, with deep cultural roots and a full history. Authentic records allow for exposure and interpretation of the full range of Idlewild stories and accurate reconstruction of its early “footprints” on Lake County. This opportunity should not be cast aside or squandered.



HISTORIC AFRICAN AMERICAN RESORTS c. 1949:
Idlewild is one of less than six African American resorts that remain, with original physical and cultural identity, from the early twentieth century.

map from *BLACK SETTLEMENTS
IN AMERICA* © E.L. Fly 1980 & 2006

Community Responsibility

N.Y. Nathiri

First, I want to commend Michigan state government leaders for assembling those who attended the June 2, 2006 meeting. This “community” of government professionals demonstrated a sophisticated approach to thinking about Idlewild and its potential. Indeed, if Idlewild is to reach its potential, the State of Michigan will need to assume its “community responsibility” by investing the necessary resources to “jump-start” the economic development of this small town.

Of course, the people of Idlewild hold important keys to their economic well-being. They have history and culture as advantages, and as has been stated above, documentation is substantial concerning the community’s past.

Idlewild’s residents should not be timid or fearful about their ability to achieve economic prosperity utilizing their resources in history, culture, and nature. I speak here with utmost confidence because of my experience. I grew up in Eatonville, Florida, popularly known as the first incorporated municipality in the United States established by persons of African ancestry and hometown of 20th century writer, folklorist, and anthropologist Zora Neale Hurston. During my childhood (the 1950s), there were less than 1000 residents. By the 2000 census, there were still barely 3000 people who called Eatonville “home.” Eatonville is still labeled a “low, socio-economic” community. Yet today, visitors travel from, literally, every part of the globe to visit Zora Neale Hurston’s hometown, a place which holds for the readers of her books a position of great emotional attachment. She has made Eatonville a literary destination. The organization for which I work, The Association to Preserve the Eatonville Community, Inc. (P.E.C.) has capitalized on an idea, a concept -- that by developing the heritage, culture, and literary resources of Eatonville, we could point the way to utilizing these assets as the catalyst for the economic development of our community. By third-party, objective analysis our organization has been successful in making that case.

Idlewild has the capability of accomplishing the same thing. The people of Idlewild must make the most of the opportunity it has. They must: 1) recognize the advantages they have as they relate to heritage/cultural/eco-tourism; 2) understand that they have available to them a significant body of expertise in the field and that if they but exert their will, they can marshal important resources at the state and federal government levels; from the nonprofit sectors from organizations like the National Trust for Historic Preservation; and from the NRT should the State of Michigan decide to make the initial investment; and 3) resolve, as a community, to assume its responsibility to do what is necessary to a) build trust internally, b) be vigilant about protecting its intellectual property rights; and c) insure that Idlewild exists as a vibrant community where its children and their future generations can live in prosperity. Such is the “community responsibility” of Idlewild itself.

There is yet, however, another aspect of “community responsibility;” and that relates to Idlewild and its neighbors in Lake County. Important it is that Lake County neighbors and Idlewild view each other appropriately, particularly in economic development terms. It is reported that Ben Franklin once said, “In the night, all cats are gray.” Similarly, here it may be said that “The color of money is green.” Lake County residents all need to understand that visitors who journey to the region need as many reasons as possible to spend their money. The longer they can remain in Lake County, the better it is for this community’s economy. How, then, can the county’s residents plan to take financial advantage of the cultural tourism market? Plan to establish regular meetings to identify collaborative opportunities and plan to develop expertise, at the citizen level, about the requirements of successful, market-driven cultural tourism programs.

By way of summary, my analysis is that “community responsibility” involves a recognition that there are three key communities -- 1) state government professionals; 2) Idlewild residents; and 3) Lake County

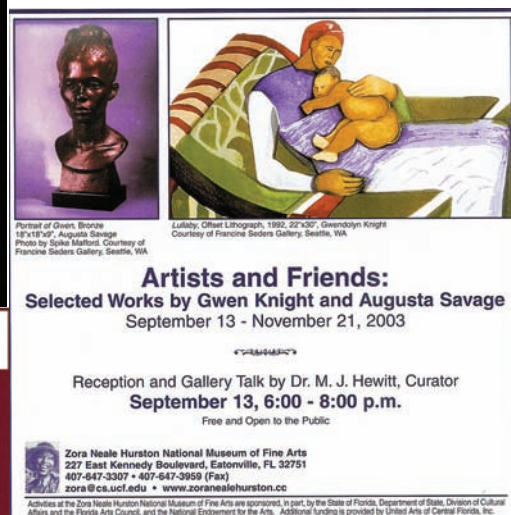
Community Responsibility

residents. Another important element is, if the Idlewild community is to realize its economic development potential, all three communities have specific responsibilities they must fulfill. Ultimately, if the Idlewild community is to experience economic success, it must “seize the moment,” “grab holt” to this opportunity, provide for its future generations, and leave its mark on history.

One final observation, please. A capital investment of resources by Michigan is essential. In fact, at this point in time, the capital investment represents the key “community responsibility” by state government professionals. Yet the state should not look forward to shouldering a never-ending financial responsibility for Idlewild’s economic turnaround. If executed properly, I would project that at the end of a 5-year period of time, the state should begin to see corporate, foundation, and private sources begin to invest in the “Idlewild, Michigan Success Story.”

I should also add that, though the capital investment will be the first requirement, free press/good media will also be very important; and in order to secure that good editorial coverage, Idlewild will need to be ready to provide “content” in the form of photos and copy. By way of example, I have included for review a copy of the Sept/Oct 2003 issue of “Orlandoarts magazine”, THE arts and culture magazine for the Central Florida region. Tabbed are the pages where our organization’s programs receive coverage. Of the 11 pages, only 3 contain display advertisements (one ad was paid for by a corporate sponsor whose programs was being promoted); there are 2 pages of editorial on the Zora Neale Hurston National Museum of Fine Arts (which we essentially provided); and there are multiple calendar listings on the other pages.

As is the case in other lines of business, in the cultural tourism business, building good relationships is vital. Being dependable; being supportive of other folks’ agendas where they do not conflict with yours; being collegial; in fact -- just “being there” (at meetings, at receptions) means you become regarded as “part of the team.” Money cannot buy that kind of credibility and good will.



ORLANDOARTS MAGAZINE SEPT/2003:
Cover (top left); P.E.C. display advertisements (right, bottom left).

Orlando Convention & Visitors Bureau

The 2012 Idlewild Renaissance Celebration

Perry Howard

It's 2012. Idlewild, Michigan over the past seven years has not experienced such activity since its heyday. This resurgence of activity owes its impetus to the Michigan Department of History Arts and Libraries. In 2005 they recognized that they had a unique opportunity to take a downtrodden national treasure as Idlewild and turn it into the premier cultural tourism example for the nation. Based on projects like the Preserve the Eatonville Community and others, they used these examples to capitalize on the outstanding history Idlewild stored and recreated an authentic resort that is a must see by not just the citizens of Michigan, the United States and Canada, but the world over. How did this happen?

Idlewild is unparalleled in African American history from its inception in 1912 to its decline of the 1960's. Its biggest assets are that land has rejuvenated and is situated in a pristine U.S. national forest. With lake still intact but needing some care and restoration, there was something to build upon. Ninety percent of the 27,000 lots were undeveloped in 2005 or physical structures no longer existed. The physical structures that did exist were relic morsels that hinted of what could be in the future to come. The dirt roads offered a unique quality only found in rural communities. The location was distant but close. With easy connections to nature trails and other small communities, it held the important keys to a strong future for cultural tourism for that region for the state of Michigan. So what was the vision?

The vision was a culturally rich, sustainable, year round community of 3,000 that sustained a healthy 30,000 summer resort. Except for the snowmobiling, cross country skiing, dog sledding and snow boarding camps offered in the winter months, the resort was envisioned primarily as summer camp activities that would be unparalleled. Horse riding, art, poetry, writing, music, swim, golf, design, sustainability, theater, history, fishing, motorcycle, dog sled manufacturing, and hunting camps were all discussed. How could this possibly happen when there were no facilities to speak of in the Idlewild community?

The community identified three types of needs which were public sector, private sector and identification of year round tourist attractions and seasonal community event needs.

THE PUBLIC SECTOR

The infrastructure and amenities that needed completion before strong activity could begin:

Infrastructure

Water

Sewer

Electric

Video

Drainage

Streetscape Improvements for a Pedestrian Friendly Environment

Paving for sidewalks and roads?

Pedestrian friendly lighting in key area

Under ground Power lines and telecommunications capabilities

Street tree planting plan

Comprehensive storm water management system

Bench & trash receptacles in key areas

Boundary markers

Historic plaques

Identification of historic buildings, sites

Screening (dumpsters, etc.)

Historic district markers

Historic identification elements

Way-finding signage, kiosks

Art (public art, mazes, historic timeline?)

Transportation

Walkways

Bikeways

Roller Blades

Skate Boards

Shuttle Vehicles

Dial-a-ride

The 2012 Idlewild Renaissance Celebration

The 2012 Idlewild Renaissance Celebration

Bridges to Island
Roads
Road R.O.W. widths
Greenways that connect the community
with other parts of the region
Civic Places
Civic Gathering Places

THE PRIVATE SECTOR

Services needed for year round and seasonal use
of the community in the commercial and busi-
ness districts:

Grocery stores
Shops of all kind
Cleaners
Tailors
Restaurants
Clubs
Bookstores
Great Hotels
Night Clubs
Bed and Breakfast
Institutional
Elementary School

Recreational

Youth camps
Artisan
Bicycle Rental
Riding stables and trails
RV Campsites
Tent Campsites
Golf Course
Tennis
Swimming pool
Event Gathering Places of all sizes groups
Amusement Park
Woodland Park
Lake Access Park
Marina
Boat dock
New Parks

Golf
Lake Cruises
Amusement Rides
Casino

Residential

With 27,000 lots, many vacant, there is a
need to push property owners to
Upgrade
Refurbish
Raise structure and rebuild
Build, or
Sell property (What is present value
and what is future value)
What is the residential build out in the
community?
Development strategies on small lot need
to be developed
What is the Architecture telling us?
We need to be concerned about new
architecture
Could Idlewild become an old commu-
nity with new technologies and design?
Can we build affordable summer
cottages that meet historical and design
requirement?
Owner Occupied Housing
Removal of trailers
Rental Units
Furnished Cottages
Furnished Campsites
Hotels

**TOURIST ATTRACTIONS (ALL YEAR)
AND COMMUNITY EVENTS PLANNING
(MAY TO SEPTEMBER)**

Songs about Idlewild

African American Architects

PART II: INDIVIDUAL VOICES

The 2012 Idlewild Renaissance Celebration

Lead by a visionary team of experts,

- A. The community and property owners were solidified in their visioning process beginning with the lakes as centers;
- B. All aspects of natural and man made resources were analyzed;
- C. Endless discussions of effectiveness of current uses, culturally design appropriateness, artful design, and culturally sensitive infrastructure and physical elements, and questions like the following brought forth and answered (paraphrased from 'The Black Eden'):
 - When will you know that the community is revitalized?
 - How will progress toward revitalization be measured?
 - What criteria will be used in the evaluation process?
 - What kinds of entertainment and leisure-oriented business will the community support?
 - How do we best make use of the existing cultural and natural resources?
 - Should this be a black resort, a retirement community, a Black historic community, a resort, or a combination of these?
 - What role can faith based organizations play in Idlewild's renaissance?
 - What are all the economic resources and partnerships that are available to the Idlewild community?
 - What to do with the car? There will be cars!
 - Where can we put proposed future needs?
 - How to effectively organize and utilize the various groups such as Board of Directors, Advisory Board, Idlewild Lot Owners Association, Original Idlewilders, and the different social classes

D. Then a Comprehensive Plan was developed;

E. Implementation strategies developed;

- F. Important people were brought on board that cared about this well developed sensitive plan;
- G. Momentum was started in both the public and private sectors of communities;
- H. Celebrations planned and executed;
- I. Serious investments made of human and financial capital at all levels of the community;
- J. People heard about the renaissance and began to come, little at first but then in multitudes, and they begin to tell others;
- K. They came in groups and leased entire neighborhoods and then more came;
- L. It soon became a model for cultural tourism and more came with note pads in hand. No other place had the magical cultural history as "Black Eden";
- M. And finally, it became an intellectual hotbed in the summer months. Discussions of all sorts and all subjects began to take place. A true renaissance was in the making, but this type of renaissance was not envisioned.

We are now at a place in 2012 where there are several 100 residential lot developments and central areas which makes up the needed hotels. They were put together with creative thinking, financing, leadership, and cooperation. The various camps paired as recreation opportunities for all kind of visitors. Camps also had an educational component, such as performances, concerts of all kinds, shows, competitions, and or celebrations. There was always something to do.

Community Development

Lydia C. Charles

Economic development buoyed solely by tourism will not succeed in revitalizing and/or sustaining a community that has experienced disinvestment. The roadside design gimmicks of the 1950s and 1960s tell us that. The inconsistent successes of the numerous event-based development projects across the nation also testify to this fact. What has succeeded is when Economic Development has considered the cultural strengths and assets of a community and plugged those unique features into a larger strategic planning process for the revitalization of an area. Doing such creates an overall program of “Holistic Investment” that brings together local businesses, civic partners (both private and public) to ensure that those involved in the economic development and/or renaissance of an area take into consideration the Cultural Authenticity of that region/domain before (if possible), during, and after development occurs.

Cultural Authenticity in Economic Development is organic, determined by local participants/stakeholders. The fact that the State of Michigan has A) engaged the community to participate in the initial stages of tourism development for the area, and B) identified Idlewild as a valuable commodity for the Lake County region, bodes well for the success of the overall development of the area. What the community needs to do over the next six months is deliver a few tangible outcomes to ignite the project’s momentum, and reinforce the need to have both private and public stakeholders involved in the planning process.

KEY GOALS:

- Identify Community Cultural Assets
 - o These could be buildings, pathways, or people. Take pictures, contact former residents, record oral histories of those living in the community.
 - o Idlewild was a place where African Americans could come to renew/refresh their minds and spirits through exposure to nature.

Think of millions of dollars spent on meditation classes and other self-reflection experiences offered in areas across the country. What could Idlewild offer this same demographic?

- o Is good health or peace of mind an “elitist luxury” of a resort town? Not if one considers the rate of child obesity in the African American population. Idlewild has the natural attributes that could reconnect these children to not only this “environmental legacy”, but ensure that they have a healthy future.
- o Identify local rituals, traditions, customs, professions, artistic mediums that the community is willing to share with visitors.
- o Connect to the other tourism destinations in close proximity; Lake County, Great Lakes and Detroit
- o Connect Idlewild’s story with other historic resort towns across the United States; find out what they are doing to increase tourism

Outcome(s): At least five strong stories that have a physical location at which to point, and hold both local and national appeal.

- Communicate Findings
 - o Compose a one-page document that briefly explains Idlewild’s past, its present, and what it will become. Base this information on what the town has to offer as well as its development partners.
 - o Schedule at least three community meetings to engage year-round and seasonal residents
 - o Create a database of residents, national group organizations, politicians, local businesses, and other individuals/groups to keep apprised of the progress of Idlewild.
 - o Set up a blog (internet).

PART II: INDIVIDUAL VOICES

Community Development

- o Create a seasonal newsletter with photographs

Outcome(s): National communication database, at least one community briefing, and compose one-page information document.

- Strengthen Web-based Partnerships
 - o A community does not have to create its own website in the initial stages of tourism development. Connect with those that already exist. Surf the web for sites that have information for an audience Idlewild would like to attract. If they are in Michigan and/or funded by state dollars, request to be included on their page.
 - o Perform a search for foundations that have similar missions as Idlewild's development. For example, the State of Michigan has received Preserve America dollars for historic sites along the lake. Engage in a similar process for Idlewild.

Outcome(s): Increase Idlewild's tourism web presence by being added to at least three Michigan travel-based websites. Identify and contact at least two foundations with which to partner.

- Implement the Opportunity to Partner with State Agencies
 - o Request a designated contact for Idlewild from DNR, SHPO, Cultural Programming and Economic and Labor; Identify a designated contact from within the Idlewild community who will communicate with said designee on a consistent basis.
 - o Work with DNR to create a seasonal calendar that would highlight the local natural attributes of Idlewild. When is it best to watch for birds? Butterflies? When is the best time of year for cross-country skiing? Dog sledding? Etc.



- o MDOT: Work with this agency to create signage that could establish a second tier for the state's cultural tourism population. The sign above would not attract the heritage tourist Idlewild seeks.
- o Corrections: Not only could this agency help in the fabrication of wayfinding signs, crews are able to perform landscape maintenance and repair structures. Identify three areas where these services could be of use, create a very simple plan to execute, and propose. Having cut grass and touched-up paint can make a world of difference in the appeal of a rural area.
- o Communication: Make sure that this agency is aware of Idlewild and that the town is included in any/all tourism plans for the state of Michigan. An essential member in Idlewild's communication database.
- o Economic Development: Connect with Travel Michigan. Communicate cultural asset findings to this agency. Request Technical Assistance in connecting with other tourism destinations in the state. Advocate the unique natural resources and legacy of Idlewild to include in the *Cool Cities* campaign. Assist locals in creating tourist/service specific enterprises. Paddleboat rentals? Dog sled racing? Writing/painting clinics?

Community Development

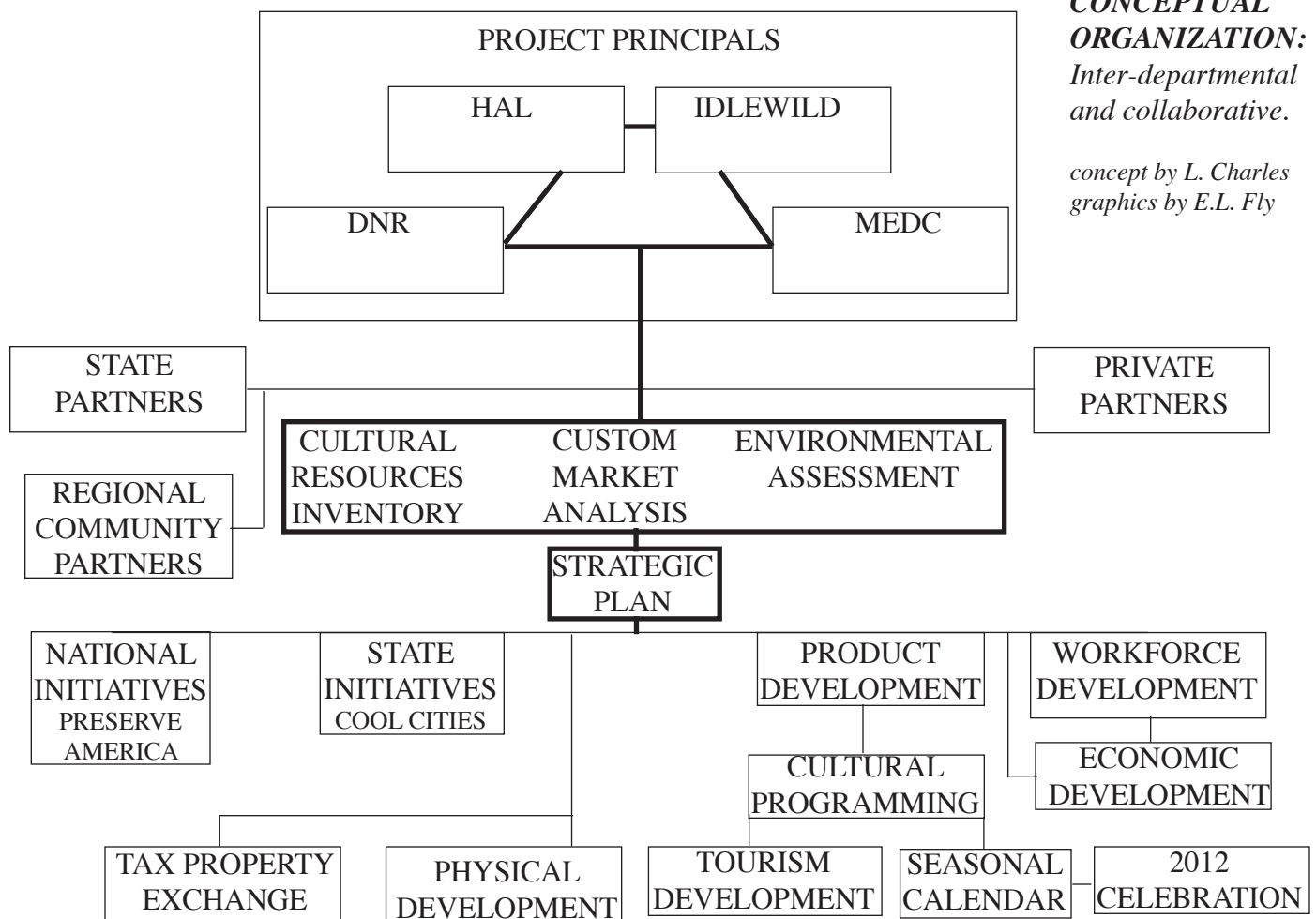
Outcome(s): Michigan's Natural Resources, Transportation, Corrections, Economic Development, and Travel Michigan agencies will have a designated contact person for Idlewild. Idlewild will be recognized on each of Michigan state's agency websites.

- Event Planning / Research the Competition
 - o 2012 is Idlewild's Centennial. Request seed grant to cultural programming agency to begin planning. Include potential private sponsorship names for outyears.
 - o If a jazz festival is what Idlewild wants to focus on, the competition is stiff. Detroit, New Orleans, Atlanta, Philadelphia,

Baltimore, New York City all have music-based events that are steeped in history and allure.

- o Find out what these cities/communities are missing and focus on that, or
- o Create an almost completely unique overall vision for Idlewild in which music could play a part.
- o Create a seasonal calendar.
 - Identify busy seasons.
 - When traditional rituals take place.
 - Slow seasons that need energy.
 - Weather temperature consideration.

Outcome(s): Planning grant application for "Idlewild 100." An Idlewild seasonal calendar.



Strategic Questions

Gloria House, Ph.D.

A national resource team concerned with historic preservation and cultural tourism in Idlewild must answer three essential questions:

- (1) What constitutes the *historic legacy* that will be preserved?
- (2) Is the legacy powerful enough to generate a cultural tourism industry in the 21st Century?
- (3) If so, what crucial initial steps must be taken toward that end?

The Legacy: Idlewild was almost 3,000 acres of *available land* into which African Americans from all social classes could invest their earnings, their creativity, their productivity, their hope, and their freedom from fear of the arbitrary racist violence and terror that haunted their lives. In this process of personal and collective investment of resources, African Americans could create an independent community, removed from the segregated society from which they fled. On vacation, they could experience a true sense of *settlement* and *dwelling*, a sense of rootedness and security that they might never have enjoyed in the urban “homes” to which they returned. Their energies liberated in the safety of this space, they brought their ingenuity and industriousness to a remarkable engagement with the natural environment that resulted in a sanctuary so vital as to be called the “Black Eden.”

This place bore their cultural stamp, and reflected their identity as Black people: They built cottages appropriate in size and design to the wilderness that they loved; they established churches, social clubs and cultural institutions; they provided positive instruction and activities for their children; they nurtured beautiful gardens; they supported the best popular entertainers of the day; they treasured ideas and promoted intellectual discourse, and the well-being that they generated spread out to the entire national African American community, infusing it with hope and a spirit of perseverance. Idlewild was an African American cultural

production, a town that concretely exemplified the way Black people preferred to live together if left in peace. The commitment to community building, all the human endeavors and achievements -- physical, intellectual and spiritual -- undertaken over four decades and in the context of a racially polarized society -- constitute Idlewild’s historic legacy.

Can the legacy generate the interest essential to attract a thriving cultural tourism? Yes, it can. The Idlewild legacy concerns the *identity of African American people* and the impressive ways that identity was *expressed in an environment where African Americans exercised independence and control*. An effective cultural tourism industry would highlight the ingenious, independent spirit of the community, showcasing historic achievements in such arenas as institution building, the arts, architecture, and cultivation of the natural environment. The overall objective would be to convey the essence of a lifestyle, a culturally specific way of life, the achievement of a certain elegance of dwelling, a life of beauty produced against the backdrop of a hostile society.

We know how to promote the legacy; however, there is another factor that must be present in the cultural tourism equation: The *present-day Idlewild community* must achieve the coherence and pride that will foster the spirit of welcome that is essential to a successful tourist industry.

Initial Steps: The following steps will move the Idlewild community towards the development of cultural tourism in the area:

1. A process (several months) of sessions to set to rest long-standing disagreements among individuals and organizations. *These sessions should be mediated by neutral facilitators* and there should be group commitment to resultant resolutions.

Strategic Questions

2. The working group should identify and *commit to a priority list* of initial cultural tourism projects. This task should be undertaken concurrently with a review of Idlewild's history *and* an assessment of the status of properties, historic sites and other resources available in the community. Whatever priorities are established, it would be important to provide for (1) the participation and financial support of young people (see my attached outline of a proposal), (2) the care and beautification of natural sites, and (3) the inclusion of local artists and craftspeople.
3. Once the above steps have been taken, the working group may collaborate with consultants or experts to proceed as effectively as possible with the first projects, and to be apprised of useful evaluation techniques and strategies.

**Youth Retention/Jobs/Career Preparation
(June – July)**

Outline of a Proposal for the Idlewild
Community by Gloria House, Ph.D.

Social and financial support for young people is a glaring need in the Idlewild community. In conversations during our recent tour, local youngsters confirmed the critical nature of their circumstances. This program proposal for district youth (high school students to age 21) seeks to achieve the following community development objectives:

Encourage young people to remain in the district and provide means by which they may develop their potential and earn stipends during the summer months and on a part-time basis during the school year, so that they are more likely to commit to remaining in their community;

Improve the general “curb appeal” of the community by systematic clean up, clearing and landscaping of strategic sites;

Educate the youth concerning the national historical and cultural significance of the community into which they were born, inculcating pride, identification with and investment in the legacy they have inherited;

Cultivate ongoing working relations between the youth and community directors, supervisors and/or mentors;

Encourage the development of leadership/citizenship skills;

Educate young people in the concepts, skills and professions of cultural tourism in anticipation of the piloting of historical tours and other vacation/tourist ventures.

The above objectives will be achieved through the operation of several interrelated projects involving the district youth, paid program supervisors and adult volunteers.

PART II: INDIVIDUAL VOICES

Youth Retention/Jobs/Career Preparation

Summer Mobilization

The program director would begin to recruit participants in the months of April and May, to begin the program in June at the end of the school year. The orientation sessions would spell out the program objectives to the students, clarify their earnings, the job protocols, etc. Transportation to the central organizing site should be arranged for all recruits. The workday would begin with breakfast, followed by an educational session on the history of Idlewild and other similar black settlements. This daily seminar (treated as a serious introduction to the history, with necessary supplementary materials, audio visual aids, interviews with Idlewild elders, etc.), would be followed by the morning's physical work period (2 1/2 hours). Students would be organized into task teams for clearing and cleaning eyesores, landscaping and beautification, etc. To carry out these tasks, they should be under the direction of adult professionals. Lunch would follow, and after afterwards, another 2 1/2 hours of physical work. After a short break, the last session of each day would engage students in a course of study on the tourist industry. This course would be supplemented by visits from professionals in the tourist industry, as well as field trips to sites where students might see the course concepts in practice. The workday would end at 4:00 p.m. Community volunteers would act as invaluable aides to the program director. The Community Center might serve as the headquarters for the mobilization.

The program director would also schedule chaperoned evening social activities for the youth twice a week. These activities might include games, movies, dances, teen performances, etc. Students would be encouraged to suggest activities that they enjoy.

The program director would call at least three meetings/social visits with the volunteers and the parents of the youth during the two months of the summer program -to have feedback from them, and to ensure that they understand and support the program objectives.

After-School or Saturday Program

During the regular school year, the program director and fund administrators would structure the most effective program possible, serving the same learning, work, and leisure time objectives as outlined for the summer mobilization. There might be an additional component of tutoring for students in need of remedial or homework assistance. The earning potential for students should continue as a necessary part of the program. Additional programming for teens might include films, mentoring, book clubs and writing circles, sewing and other crafts classes.

Public Commendation

Rituals of public evaluation of and commendation for good work should be integral parts of the youth program – especially as the program closes in the summer. Students should be able to present to a community gathering the results of their work, and receive the community's appreciation and recognition in concrete mementoes, prizes, awards, etc. These awards could be associated with the names of historical Idlewild luminaries, or with the social/collective values furthered by the program, or both. There should be press, photos, and video documentation of the students' achievements.

Choosing Prosperity : The Challenges of a Community

Stephen L. Carter

Idlewild, its relevancy, its significance along with its very future existence as a vibrant community within the Lake County Township hinges on the collective vision, commitment and aspiration of locals who reside in Idlewild proper and in its immediate environs. Having once the unique distinction of being a 'Black Eden' for many African Americans during the first half of this century, Idlewild today finds itself at a crossroad where its past and present existence intersects with its future.

As one of the National Resource Team members visiting Idlewild on June 2, 2006, I was, as were the other team members overwhelmed by the natural pristine beauty which characterizes it. Its rural setting covering approximately 2,300 acres is most inviting and heavily forested with a habitat suitable for small animal wildlife. Succinctly, Idlewild is an ideal community environment where approximately 750 to 800 individuals live and call home. In its heyday, it was also a vacation and tourist destination for many celebrated musicians, entertainers, entrepreneurs and sport figures to name a few. That was yesterday. Today, the community is refocusing its efforts on how it can re-invent itself and again re-claim the prominence it once had as a destination for cultural tourism. This will require nothing short of a well defined and coordinated team effort of individuals from the community itself, state of Michigan, regional communities, and judicious guidance from a consultant team such as our National Resource Team. All of this mixed in with some time and patience will point Idlewild in the right direction.

It has been said that one does not have to be great to start, but, conversely, must start if he is to be great. Using this analogy, Idlewild must take those initial starting steps those steps, one after the other, which will ultimately define its greatness. This greatness for Idlewild is within reach and is limited only by the governance of its will, vision and imagination. From an outsider's point of view, our resource team observed

several shortcomings on the part of the community's preparedness and readiness to effectively initiate the dialogue that demonstrates cohesiveness and focus. Given this understanding, it is usually not so much of a lack of one's ability to work on a project as it is of motivating them to get involved on a project to see its full value and the potential of their efforts.

Thus, our job as a consultant will be first that of motivating and assisting in organizing the Idlewild community for the challenges it is certain to experience as it reach beyond its existing functional boundaries. The National Resource Team recommends that the community of Idlewild have one or two town hall meetings to get a 'buy in' from the residents of what they desire for their community. Our resource team is ready and prepared to assist with conducting these community meetings. Besides motivating residents to get involved in the planning process for Idlewild, the resource team deemed it equally important to educate the residence to the uniqueness and value of this fragile and treasured resource. Its rarity of being only one of three of an original 30 African American resorts remaining in this country makes it an extremely important resource that is worthy of being preserved and protected. Of these three remaining resort communities, Idlewild is better documented with its written history, maps and legal description.

Many individuals would have opted for change which would all but destroy the natural character and integrity of this community. The rarity of the kind of environment/ resource of Idlewild is the very reason it is attractive to many individuals ... offering an alternative to the usual hustle and bustle of city life. Rarely does one have the opportunity to experience a resource such as Idlewild and to participate in helping to shape the direction of its growth and development. We have all heard the expression that , "the youth are our future". I believe that in Idlewild's case, the community, the survival of which, is the future of the chil-

PART II: INDIVIDUAL VOICES

Choosing Prosperity : The Challenges of a Community

dren. Thus, those on whom the responsibility has fallen to carry forward their ancestors traditions are equally responsible for leaving a foundation/legacy for their children. A good start to accomplish this would be for Idlewild residents to make it a priority to attend and participate in all the meetings that are being scheduled in Idlewild by the Michigan History Arts and Library and the Five Cap organization or any other groups given planning and/or organizational responsibilities for the community. To do so would be an acknowledgment of them wanting to share in the shaping and future of their community.

During the National Resource Team's visit to Idlewild, the conversation that some of us had with two young teenage residents was most intriguing and impressive. They joined in on the meeting to hear the things that were being planned for the Idlewild community. More important than that they were there to also share and offer their own input and plans for their community. They shared with us some of the challenges that young individuals were often faced with minimal job opportunities, drugs, low expectations for an advanced education beyond high school, pregnancies, and various crime activities. According to these young ladies there was very little to keep inspiring young people in Idlewild. If there were an opportunity to get out, most would leave. With such an unpromising outlook these two young ladies were surprisingly most hopeful and expressed pride of having grown up in Idlewild. They wanted to take part in helping to revitalize the community and serve as great examples of citizen involvement.

The "dead-end" outlook of fast food type establishments which offer minimum opportunities for upward mobility or ownership can be turned around through introducing the Business Incubator Program Concept to Idlewild. The program is designed to teach individuals who are of age the basic procedures for starting a business and the day in and day out operational procedures required in running various types of businesses.

The program assist individuals in finding the required financing to set up a business and substantially increases the success rate of staying in business. Enough individuals opening their own business could dramatically improve employment opportunities, retain and grow the number of individuals living in the area, provide for more housing starts, more dollars in circulation, all resulting in a greater and improved tax base for Idlewild. More resources will allow greater choices and flexibility to community administrators as they seek to provide quality services for their constituents.

Given the talent of the individuals on the National Resource Team, I would suggest that our team, in conjunction with community leaders, begin preliminary work on a Master Plan for Idlewild. The kind of plan that is conceived, one that is congruent with the development of a cultural tourism venue, can be best achieved by those who have a stake of ownership within the community. It is also recommended that the Idlewild community take advantage of lessons learned from Eatonville, Florida while setting up its own cultural tourism community. It could be the difference between success and failure. Eatonville brings approximately twenty years of experience and know how to the table in this kind of business. Following Eatonville's lead, while maintaining its own character and sense of place, would be a very smart thing to do.

Some other ideas to consider for Idlewild:

- Develop a Children's Park
- Develop a Celebrities Park (statues of various living legends)
- Develop a Celebrities and Artist Museum
- Develop an Academy School for Jazz (a signature development for Idlewild)
- Develop several high profile entertainment nite clubs

Financed through both private and public sources.

PART III
APPENDICES

PART III: APPENDICES

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Baldwin, Michigan, Provisional Edition, 1987
1:24000/7.5 Minute Series Geographic Map.
United States Geological Survey Information Services, Department of the Interior. Denver, Colorado.

Chase, Michigan, Provisional Edition, 1987
1:24000/7.5 Minute Series Geographic Map.
United States Geological Survey Information Services, Department of the Interior. Denver, Colorado.

Marlborough, Michigan, Provisional Edition, 1987
1:24000/7.5 Minute Series Geographic Map.
United States Geological Survey Information Services, Department of the Interior. Denver, Colorado.

Whipple Lake, Michigan, Provisional Edition, 1987
1:24000/7.5 Minute Series Geographic Map.
United States Geological Survey Information Services, Department of the Interior. Denver, Colorado.

PART III: APPENDICES

Appendix A - Bibliography

Michigan & Local

“Beautiful Idlewild”, Idlewild Resort Company, Chicago, Illinois, c. 1917.

“The Charter Township Act - Act 359 of 1947”.
© 2006 Legislative Council, State of Michigan

FiveCAP Newsletters (2000-2005).

Founding of Idlewild, Thomas, Helen, c. 1976.

“Historic Sites In Idlewild”, Brown, Mr. Donel, Supervisor, Yates Township, December 7, 2005, Idlewild MI.

The Idlewild Community: Black Eden, Walker, Lewis and Ben C. Wilson. Michigan State University Press, East Lansing, Michigan, 2002.

“Idlewild District, National Register of Historic Places Nomination”, June 7, 1979, National Park Service.

“Lake County Quick Facts”, U.S. Census Bureau, 2005.

The Master Plan for Yates Township Idlewild, Michigan, 1973. Prepared for the Yates Township Board by the Yates Township Planning Commission and Scott Bagby and Associates – Registered Community Planners.

Miscellaneous correspondence (2003-2005)

Newspaper articles

Rural Property Inventories. - RG72-76/Lake County/Yates Township, RG 94-438 (maps), Michigan State Archives, Lansing, Michigan.

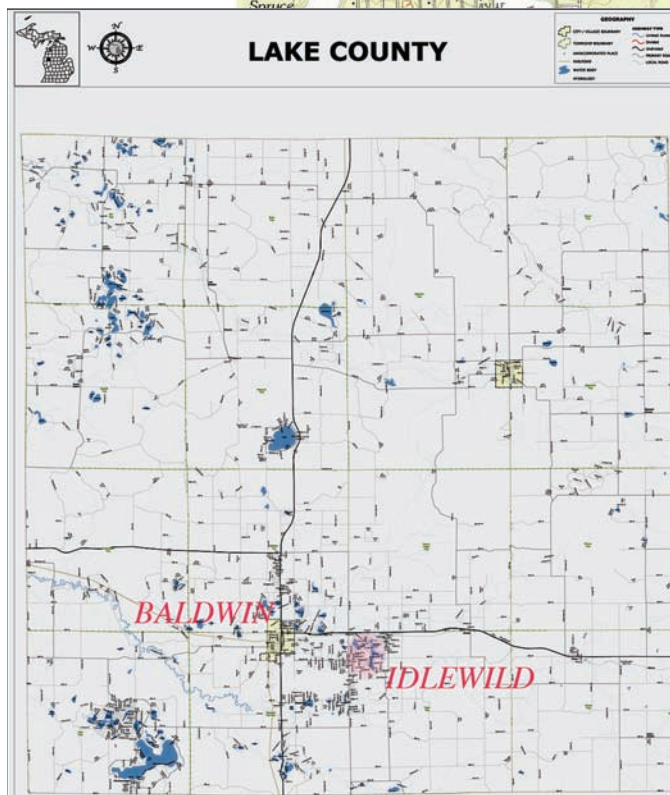
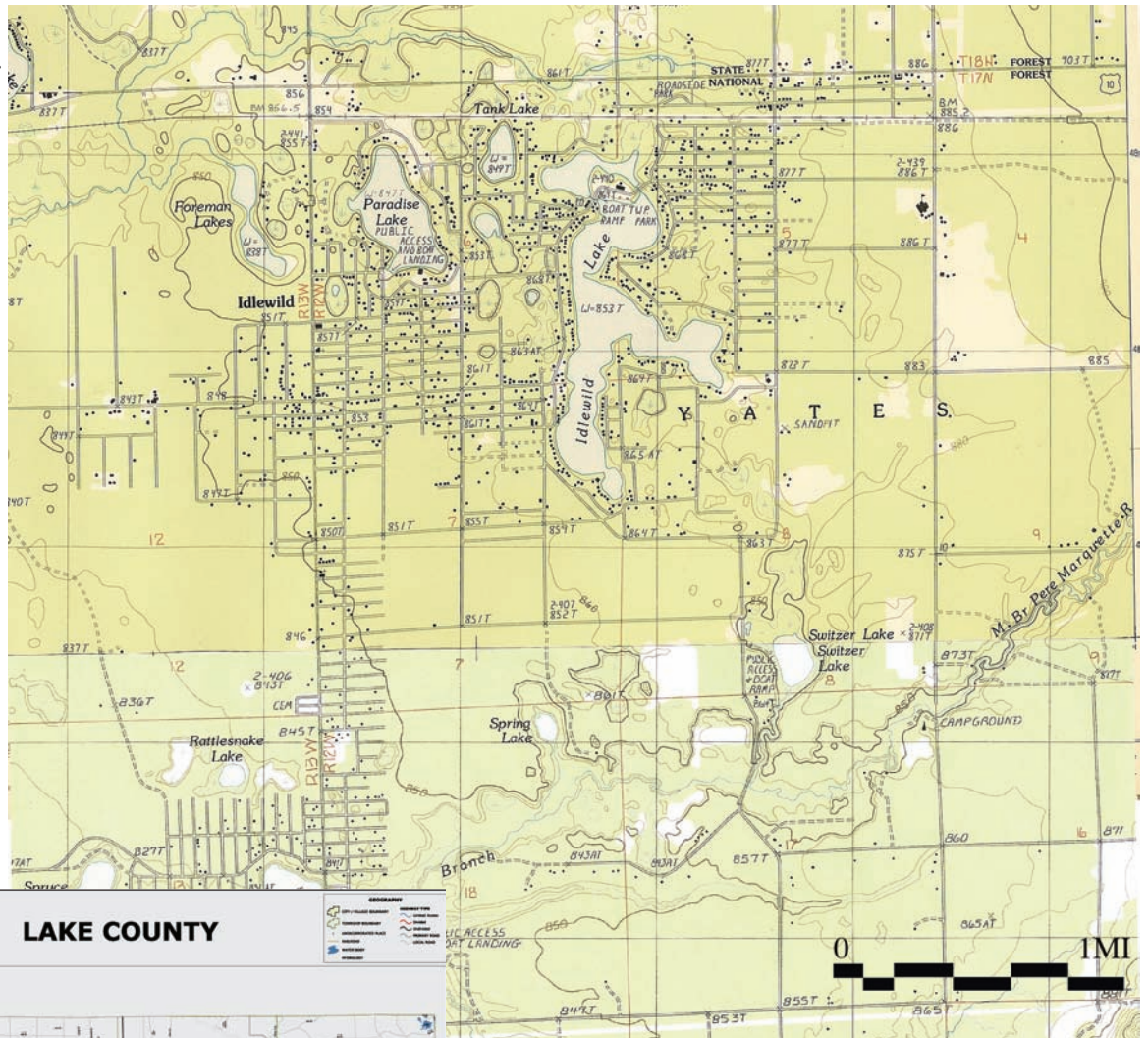
Rural Communities

Characteristics of Successful Small Communities, Flora, Dr. Cornelia, Iowa State University, Ohio Planning Conference newsletter, October, 1999.

Shrugging Off Chains, San Antonio Express-News, December 10, 2005, section A, pp. 1A, 19A.

Appendix B – Reference Maps

REFERENCE MAPS: U.S.G.S. composite (top); State of Michigan counties (bottom right); Lake County (bottom left). North at top on all maps.



PART III: APPENDICES

Appendix C - Information Resources

Michigan Department of
Natural Resources
<http://www.michigan.gov/dnr>

Michigan Department of
Environmental Quality
<http://www.michigan.gov/bea>

National Park Service <http://www.cr.nps.gov>

United States Department of Agriculture National
Forest Service

National Forest Foundation
Department of Cooperative Forestry
Rural Development
<http://www.fs.fed/us/spf/coop/rea.htm>

Forest Products & Conservation Recycling
<http://www.fs.fed/us/spf/coop/eap.htm>

<http://www.fs.fed/us/fpl/tmu>

Forestry Stewardship Program
<http://www.fs.fed/us/spf/coop/flp.htm>

Stewardship Incentives
<http://www.fs.fed/us/spf/coop/sip.htm>

Forest Land Enhancement Program
<http://www.fs.fed/us/spf/coop/flep.htm>

Healthy Forest Initiative
<http://www.fs.fed/us/projects/hfi/field-guide/>

Urban Wildland Interface
Communities Initiative

National Association of State Foresters
<http://www.stateforesters.org>

Environmental

The Rivers, Trails, and Conservation Assistance Program, also known as the Rivers & Trails Program or RTCA, is a community resource of the National Park Service. Rivers & Trails staff work with community groups and local and State governments to conserve rivers, preserve open space, and develop trails and greenways. For more information go to www.nps.gov.rtca.

Lead, Rivers and Trails Cooperating Association (RTCA), Mark Weekley
(402) 661-1570

Michigan Rivers, Trails & Conservation Assistance
National Park Service
9922 Front Street
Empire, Michigan 49630
Barbara Nelson-Jameson, Outdoor Recreation Planner
Phone: (231) 334-3130 Fax (231) 334-3135

Small Business

Michigan Economic Development Corporation

National Business Incubation Association (NBIA)
www.NBIA.org

10 Keys to Incubation Success

Federal Reserve Bank of San Francisco
www.frbsf.org

Center for Technology, Enterprise & Development, Inc.
www.tedcenter.org

World Technology Evaluation Center
www.wtec.org

Appendix C - Information Resources

Small Business

SBA State of Michigan

<http://www.sba.gov/mi/>

Women's Business Centers

<http://www.onlinewbc.gov/wbc.pdf>

Federal grant opportunities

<http://www.fedgrants.gov/>

Trade association for microenterprise is AEO

<http://www.microenterpriseworks.org/>

Mobile, Alabama Incubator Program

Dr. Lynn Stacey, Mobile, Alabama incubator founder (251 / 660-7002)

Institute for Local Self Reliance (ILSR)

www.ilsr.org/

927 15th St. NW, 4th Fl., Washington, DC

20005 Tel: (202) 898-1610

1313 5th St. SE, Minneapolis, MN 55414

Tel: (612) 379-3815

Food Co-ops

Mid-West Co-operatives

www.mwnaturalfoods.coop

Nationwide Co-operatives

www.cooperativegrocer.coop

Other Sites of Interest

www.NationalCo-opDirectory.com

People's Food Co-op

315 5th Ave S, La Crosse, Wisconsin 54601

Phone: (608) 784-5798

www.peoplesfoodcoop.com/

Michelle Schry, General Manager, ext. 213

michelles@pfc.coop

Other Sites of Interest

NCB Development Corporation

www.ncga.coop

NCB Development Corporation (NCBDC) is a national non-profit organization whose primary mission is to provide solutions that address the challenges of under-served communities and the problems poverty creates in America. NCBDC provides a unique combination of development and financial services focusing its efforts in the areas of education, health care, affordable housing, affordable assisted living, community and economic development, specifically worker ownership and small business development. NCBDC is an affiliate of the National Cooperative Bank (NCB).

University of Wisconsin Center for

Cooperatives www.wisc.edu/uwcc

Weaver Street Cooperative, Ruffin Slater,

General Manager,

101 East Weaver St., Carrboro, NC 27510.

Phone: 919-929-0010

E-mail: feedback@weaverstreetmarket.coop

Viroqua Food Co-op, Jan Rasikas, General Manager

609 N Main St. Viroqua, Wisconsin 54665

Phone: (608) 637-7511 Fax (608) 637-8894

viroquafoodcoop.com/

E-mail: vfcoop@frontiernet.net.

Outpost Natural Foods

100 E Capitol Dr, Milwaukee, Wisconsin

53212

Phone: (414) 961-2597

www.outpostnaturalfoods.coop/

Hope Market

331 2nd Avenue W.

Echo, Minnesota 56237

Phone: (507) 925-3100

PART III: APPENDICES

Appendix C - Information Resources

Humanities/Artist Co-ops

Torpedo Factory
Alexandria, Virginia
www.torpedofactory.org/

The Dairy Center For The Arts
www.thedairy.org/
2590 Walnut Street; Boulder, Colorado 80302
Phone: (303) 440-7826 or (303) 444.SEAT

Chautauqua Institution
P.O. Box 28
Chautauqua, New York 14722-0028
(800) 836-2787
www.ciweb.org

Community Collaboration

Information on Building Community Collaboration and Consensus and on Public Participation. Practical information for building collaboration and partnerships, locating assets and resources, identifying and engaging stakeholders, developing and completing goals and objectives and achieving success.

www.communitycollaboration.net/

Canadian Rural Partnership
www.rural.gc.ca/programs/community
Community Consensus Building

The Community Consensus Building model was first developed in 2000 by the Nova Forest Alliance to find sustainable forest management solutions that work for Nova Scotians. The result was an effective process that involves community members in developing a collective vision and implementing management activities. This process can help communities reach a general agreement of opinion on the local management of a variety of resource and economic sectors.

Dispute Resolution/Consensus Building
Office of Community Development
U.S. Department of Agriculture
Rural Development
Room 701
300 7th Street, S.W.
Washington, D.C. 20024
Phone: (800) 645-4712
ocdweb.sc.egov.usda.gov/technotes/tn1.pdf

National Civic League
Community Services: Capacity for Cooperation and Consensus Building
For communities to respond to their challenges, they must resolve, for themselves, that their capacity to solve problems requires revitalization. Outside consultants can make recommendations, but without local ownership of a strategy and implementation plan, it is not likely that the community will take action. The Civic Index, a twelve point community self-evaluation tool, helps communities develop their problem solving capacity by providing a method and a process for first identifying and recognizing their strengths and weaknesses, and then structuring collaborative approaches to solving shared problems.

National Civic League by e-mail at ncl@ncl.org;
on the world wide web at www.ncl.org; or by
phone at (303) 571-4343

Performance Building Codes

American Institute of Architects Center for
Building Performance
www.aia.org/nwsltr_aiaj.cfm?pagename=aiaj_a_20051020_past_present

Recreation

The Black Outdoorsman Magazine
www.blackoutdoorsman.com

www.AfricanAmericanCampers.com

Appendix C - Information Resources

Arts and Cultural Resources

Americans for the Arts
1000 Vermont Avenue, NW
6th Floor
Washington, DC 20005
Phone: 202.371.2830
Fax: 202.371.0424
www.artsusa.org

Arts League of Michigan
7700 Second Avenue
6th Floor
Detroit, MI 48202
Phone: (313) 870-1680
Fax: (313) 870-1681
www.artsleague.com

Lake County MSU Extension
915 Michigan Ave.
Baldwin, Michigan
49304
e-mail: msue43@msu.edu
Phone: 231-745-2732
Fax: 231-745-6213

Michigan Association of Community Arts
Agencies
1310 Turner, Suite B
Lansing, MI 48906
Phone: 800/203-9633 or 517/371-1720
Fax: 517/371-1743
e-mail: macaa@macaa.com

Michigan Council for Arts and Cultural Affairs
702 West Kalamazoo
P.O. Box 30705
Lansing, MI 48909-8205
Phone: 517.241.4011
FAX: 517.241.3979
e-mail: artsinfo@michigan.gov
Web address: www.michigan.gov/arts

Michigan Department of Education
Fine Arts Education
Curriculum Development Program
P.O. Box 30008
Lansing, MI 48909
(517) 335-0466
cardona@michigan.gov

Michigan Historic Preservation Network
107 E. Grand River Avenue
Lansing, MI. 48906
Phone: 517-371-8080
Fax: 517-371-9090
e-mail: info@mhpn.org

Michigan Humanities Council
119 Pere Marquette Drive, Suite 3B
Lansing, MI 48912-1270
(517) 372-7770
e-mail: contact@mihumanities.org

Michigan Library Association
1407 Rensen, Suite 2
Lansing, MI 48910
Phone: 517-394-2774
Fax: 517-394-2675
e-mail: mla.lib.mi.us/

Michigan Traditional Arts Program/Rural Arts
and Culture Program
Michigan State University Museum
East Lansing, MI 48824
Phone: (517) 355-2370
e-mail: www.museum.msu.edu/

National Endowment for the Arts
1100 Pennsylvania Ave. NW
Washington, DC 20506
202.682.5400
www.nea.gov/
webmgr@arts.endow.gov

PART III: APPENDICES

Appendix C - Information Resources

Arts and Cultural Resources continued

National Endowment for the Humanities
1100 Pennsylvania Avenue, NW
Washington, D.C. 20506
800-NEH-1121
info@neh.gov

Partners for Livable Communities
1429 21st Street N.W.
Washington, D.C. 20036
Phone: 202-887-5990
Fax: 202-466-4845
e-mail: livability@livable.com

The Association of American Cultures (TAC)
656 S. Second Avenue
Yuma, Arizona 85364
Phone: 928-783-1757
louis@taac.com

The Historical Society of Michigan
1305 Abbott Rd.
East Lansing, MI 48823
Phone: (517) 324-1828
Fax: (517) 324-4370
e-mail: hsm@hsmichigan.org

Appendix C - Information Resources

Characteristics of Successful Small Communities

The following features common to successful small communities appeared in the October 1999 issue of the Ohio Planning Conference newsletter. They are based on the work of Dr. Cornelia Flora of Iowa State University.

First, research has shown that in successful communities controversy was considered normal; it was expected. It was not treated as bad, wrong or abnormal—and neither were the people who presented it. Rather, controversy was regarded as a necessity of participatory governance.

Just the opposite occurred in dying towns. People avoided controversy and refused to address the issues. In addition, the public was antagonistic toward rules, regulations and the people who made them.

Second, people in successful towns held an objective view of politics. They did not side with someone out of friendship alone—neither did they oppose someone simply because that person was an educator, a business person, or a farmer.

On the other hand, dying communities personalized their politics—they couldn't separate the person from the job. They gave loyalty to people rather than issues, and the good-old-boy clique prevailed right up to the end.

Third, in prosperous small towns the emphasis in schools was on academics rather than sports.

In dying towns, schools tried to hold people's interest by promoting loyalty to sports. However, when academic programs deteriorated, people moved their children to better schools.

Fourth, in successful communities there was a willingness to risk for the good of the town. Prosperous towns had enough success to want to risk—and they had success because they did risk.

Dying towns had neither.

Fifth, successful towns had a willingness to tax themselves. They moved beyond want and desire into action.

Dying towns accurately identified needs, but that's where everything stopped. They thought someone else should pay the bill for their gain, and weren't willing to tax themselves.

Sixth, successful towns had the ability to expand; they made a place for more people—including those who were new to the community. This was not true in dying towns, where townspeople would not share their power and authority with newcomers, and a small group held all leadership positions.

Seventh, successful towns also have the ability to network vertically as well as horizontally.

By contrast, learning in dying towns was all lateral. The citizens didn't want to learn from anyone who wasn't exactly like them.

Eighth, successful towns were flexible. They dispersed community leadership, with many people involved in the work and mission of the community.

In dying communities, a small clique of people controlled all the decision-making processes.

PART III: APPENDICES

Appendix D - Networking Resources

Association to Preserve the Eatonville
Community, Inc.
227 E. Kennedy Boulevard
Eatonville, Florida 32751-5303
(407) 647-3307
Mrs. N.Y. Nathiri, Executive Director

National Trust for Historic Preservation
1785 Massachusetts Avenue, N.W.
Washington, D.C. 32751-5303
(202) 647-3307
Heritage Tourism / Rural Development

Museum on Main Street
A partnership project of the Smithsonian Institution, state humanities councils, and rural museums across America. Museum on Main Street brings rural Americans one-of-a-kind access to prestigious Smithsonian exhibitions and first rate educational programs. Most importantly, Museum on Main Street gives rural museums a chance to demonstrate their enormous talents and their meaningful contributions to small town life. Museum on Main Street is funded by the United States Congress.
www.museumonmainstreet.org/

Black Catholic Information Mall
Postal address
Fr. Clarence Williams, CPPS, Ph.D., President
CAWN
The Archbishop Lyke International Center (TLC)
P.O. Box 13559
Detroit, MI 48213

It was not generally known that Dr. Daniel Hale Williams had embraced the Catholic faith. His funeral was held at St. Anselm's Roman Catholic Church, Chicago, and the burial was in Graceland Cemetery.
www.bcimall.org

The Daniel Hale Williams Society (DHWS)
chapter of the Student National Medical
Association (SNMA)
www.snma.org/ (202) 882-2881

The Student National Medical Association is the nation's oldest and largest independent, student-run organization focused on the needs and concerns of medical students of color.

Membership includes nearly 6,000 medical students, pre-medical students, residents and physicians.

Established in 1964 by medical students from Howard University School of Medicine and Meharry Medical College, SNMA boasts over 40 years of service to underserved communities and medical students.

SNMA is dedicated both to ensuring culturally sensitive medical education and services, as well as increasing the number of African-American, Latino and other students of color entering and completing medical school.

Buxton National Historic Site and Museum
21975 A.D.Shadd Road
North Buxton, Ontario
Canada.
N0P 1Y0
Phone:(519) 352 4799 Fax:(519) 352 8561
email Buxton@ciaccess.com
Further information available at
www.buxtonmuseum.com
Contact. Mr. Bryan Prince

National African American RV'ers Association, Inc.
Anne B. Shearer Steele, President
anne.steele@naarva.com

Appendix E - Funding Opportunities

FOOD CO-OP 500 ANNOUNCES SECOND ROUND OF FUNDING FOR NEW GROCERY COOPERATIVES

Program Awards Four Grants and One Loan; Grants Funded by NCB and Blooming Prairie Foundation, DC (April 18, 2006) – The Food Co-op 500 announced today the recipients of four Sprout Fund grants and its first Sprout Fund loan. The program, financed by National Cooperative Bank (NCB) and Blooming Prairie Foundation to create more retail grocery cooperatives, awarded funding to projects in Connecticut, Minnesota, New York, Oregon and Washington.

“Even as Wal-Mart enters into the ‘green grocery’ segment, cooperative grocers – relying on a model that has been successful for more than 70 years – continue to thrive” said Richard Dines, NCB’s program manager for cooperative development. “Why? Because co-ops are owned and controlled by the communities they serve. By infusing additional money into food co-op development, more Americans will be able to take advantage of cooperative enterprise.”

Eight applications for funding were received in this round. Recipients include:

- Chatham Real Food Market in Chatham, New York: \$10,000 Seed Fund grant
- Harvest Moon Natural Foods Cooperative in Orono, Minnesota: \$10,000 Seed Fund grant
- Medford Market in Medford, Oregon: \$10,000 Seed Fund grant
- Yelm Food Co-op in Yelm, Washington: \$10,000 Seed Fund grant
- Fiddleheads Natural Foods Cooperative in Waterford, Connecticut: \$25,000 Sprout Fund loan

The Seed Fund helps potential co-ops in the early stages of organization. The Sprout Fund provides capital during the middle and late stages of development. The money from both funds must be matched in equal dollars by the newly forming co-op.

The committee reviewing the applications includes representatives of NCB and the Blooming Prairie Foundation, the two organizations that provided money to create the Seed Fund, plus representatives of NCB Development Corporation (NCBDC) and the National Cooperative Grocers Association (NCGA). NCB offers Sprout Fund loans through NCBDC. Awardees must use the money for organizing and pre-development activities, including studying the food co-op business; convening community meetings to gain support; drafting article and bylaws; writing a business plan and establishing an accounting system.

Retail grocery cooperatives serve neighborhoods across the nation, offering a community-based source for natural and mainstream groceries to their customers. Because they are owned by the consumers, the employees, or both, these stores are anchored in the communities they serve. Both members and non-members are able to shop at most retail co-ops, but the benefits of membership accrue to the owners, who shape co-op policy and receive financial rewards from the success of the business.

Food Co-op 500, a program to increase the number of retail grocery cooperatives from the current 300 to 500 in 10 years, is a collaboration of National Cooperative Bank (NCB), NCB Development Corporation (NCBDC), National Cooperative Grocers Association (NCGA), and Cooperative Development Services (CDS). Blooming Prairie Foundation matched \$50,000 from NCB to capitalize the Seed Fund.

The Food Co-op 500 is part of NCB’s Mission Banking initiative designed to spur the development of new co-ops and increase investment in the communities served by NCB.

The next deadline for funding applications will be September 1, 2006. Applicants may apply for either a Seed Fund grant or a Sprout Fund loan.

Applications and additional information are available at www.foodcoop500.coop.

APPENDIX F – NATIONAL RESOURCE TEAM PROFILES

Mr. Stephen Carter
Landscape Architect , ASLA
U.S. Army Corps of Engineers
Mobile, Alabama

Stephen L. Carter, a Landscape Architect with the Mobile District, U. S. Army Corps of Engineer (USACE), has worked for the agency approximately twenty four years. Stephen is currently working as a project manager on the 2005 Base Realignment and Closures (BRAC) initiative around the nation. He has worked as a senior landscape architect/planner and was responsible for study management and investigations for 1). reconnaissance and detailed project scope reports made and conducted under the Continuing Authorities Program 2). reports which included coordination of contracted research studies prepared under special authorities, and 3). pre-authorization studies and basin studies made under general investigation with emphasis on flood control navigation, water supply and related water resources needs. Stephen has earned a Masters, Landscape Architecture (MLA) from the University of Illinois, Urbana, Illinois; a Master in Secondary Education from Memphis State University, Memphis, Tennessee; a Bachelors in American History (BA) from LeMoyne-Owen College in Memphis, Tennessee.

Ms. Lydia C. Charles, Ph.D.
Cultural Historian
Washington, D.C.

Lydia Charles is Community Programs director for Cultural Tourism DC (CTdc). Her specialties are cultural history and community development. Charles has over ten years experience in cultural programming and cultural product design. She has assisted commercial and residential communities in identifying and building upon the significant cultural attributes of their neighborhoods for revitalization purposes. Charles has studied cultural theory both nationally and abroad, focusing on issues of race and class. She has earned degrees in history from University of the California at Berkeley, University of North Carolina at Chapel Hill, and George Mason University.

Mr. Everett L. Fly
Landscape Architect, FASLA
Architect, NCARB Certified
San Antonio, Texas

Everett L. Fly is a practicing landscape architect and architect. A significant part of his work includes historic preservation. He has researched, studied, interpreted and planned for more than 1,000 historic African American communities in all regions of the United States. He co-authored the National Register Nomination for Winks' Panorama Lodge, Gilpin County, Colorado. Mr. Fly has worked with local and state preservation organizations, the National Park Service, National Trust for Historic Preservation, National Endowment for the Arts, National Endowment for the Humanities, and the General Services Administration Design Excellence Peer Review Program. He has served appointments to the City of San Antonio Historic and Design Commission and the Texas Historical Commission National Register Board of Review. He served on the President's Committee on the Arts and the Humanities appointed by President Bill Clinton from 1994-2001. Mr. Fly earned a Bachelor of Architecture, with honors, from the University of Texas at Austin, and a Master of Landscape Architecture from Harvard University, Cambridge, Massachusetts. He is a Fellow of the American Society of Landscape Architects (ASLA).

Dr. Gloria House. Ph.D.
Humanist/Poet/Publisher
Detroit, Michigan

Gloria House is Associate Professor of Humanities and African American Studies and Director of the African American Studies Program at the University of Michigan-Dearborn. She is also Professor Emerita of the Interdisciplinary Studies Department of Wayne State University in Detroit; and Editor and Board Member on Broadside Press. She was the lead editor for the book *A Different Image: The Legacy of Broadside Press, An Anthology*, which was selected as one of 20 Michigan Notable Books in 2005.

APPENDIX F – NATIONAL RESOURCE TEAM PROFILES

Mr. Perry Howard
Landscape Architect, FASLA
North Carolina A & T State University,
Greensboro, North Carolina

Mrs. N.Y. Nathiri
Executive Director
Preserve the Eatonville Community
Eatonville, Florida

Perry Howard is the director of the landscape architecture program at North Carolina A & T State University in Greensboro, North Carolina. As a practicing landscape architect he has extensive experience in 1) Management: Project Management, Office Management, Land use Data Management Systems 2) Landscape Architecture: Residential Institutional, Office, Commercial, Recreational, Resort Development, Housing Development, Central Area Public Spaces, Industrial, Landuse Planning, Natural Resource Assessment 3) Project Phase Development: Proposals, Project Feasibility, Conceptual Design, Schematic Design, Design Development, Contract Documents, Supervision, Post Projects Evaluations. Mr. Howard has earned a Master of Landscape Architecture, Harvard University, Cambridge, MA. June 1982, and a Bachelor of Landscape Architecture, Louisiana State University, Baton Rouge, LA., May 1975. Mr. Howard is a Fellow of the American Society of Landscape Architects (ASLA), and President Elect of the ASLA for 2008.

N.Y. Nathiri serves as the Executive Director of the Association to Preserve the Eatonville Community, Inc. (P.E.C.), a 501 (c)(3) historic preservation organization founded in 1987. The mission of the P.E.C. Organization is to preserve for future generations the heritage that historic Eatonville represents as “the oldest incorporated African American municipality in the United States” and as celebrated by the town’s most famous citizen, charismatic twentieth century writer, anthropologist, and folklorist Zora Neale Hurston (1891-1960). Nathiri holds an undergraduate degree in history from Ithaca College (New York) and a Master of Science degree in Library Science from Syracuse University.